

HULL AND EAST YORKSHIRE COMBINED AUTHORITY
INVESTMENT BOARD
9.00AM ON 31ST MARCH 2026
AGENDA

	Item	Lead Officer
1.	Appointment of Chair	Interim Monitoring Officer
2.	Confirmation of Membership	Chair
3.	Declarations of Interest To receive any declarations of interest in relation to the items that follow below.	Interim Monitoring Officer
4.	Schedule of Meetings – To follow To agree a schedule of meetings for 2026/27.	Democratic Services Officer
5.	Terms of Reference & Training – To follow To note the Terms of Reference for the Board and consider potential future training requirements.	Interim Monitoring Officer
6.	Investment Board Overview To set out the landscape, available funds, governance processes and Local Growth Plan priorities.	Consultant Strategic Advisor, Investment
7.	Investment Capacity Funding – To follow To set out the arrangements for the proposed establishment of an Investment Capacity and Feasibility Fund.	Interim Monitoring Officer
8.	Exclusion of Press and Public	Interim Monitoring Officer

9.	Investment Framework, Processes and Procedures To set out the proposed draft documentation for review.	Consultant Strategic Advisor, Investment
10.	Business Cases and Pipeline - To follow	Interim Monitoring Officer



Report to the HEYCA Investment Board

31 March 2026

Investment Board Overview

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 introduction and summary of the work being undertaken to develop the Strategic Investment Framework, outlining current progress.

2. **Recommendations**

2.1 The HEYCA Investment Board is asked to:

- i. Note the progress made in developing the HEYCA Strategic Investment Framework and emerging investment pipeline.
- ii. Note the next steps towards development of a prioritised Investment Plan.

3. **Reasons for Recommendations**

3.1 The development of a Strategic Investment Framework and structured investment pipeline will enable HEYCA to deploy its funding in a transparent and strategically aligned way. This report is presented to ensure that the

Investment Board is sighted on progress to date and can provide strategic oversight as these arrangements are finalised.

4. **Background**

4.1 Hull and East Yorkshire Combined Authority has been established with a mandate to drive economic growth, increase productivity and improve opportunities for residents across the region.

Investment will play a central role in achieving these ambitions. Strategic deployment of public funding can support economic transformation by:

- unlocking private sector investment
- enabling development and infrastructure
- strengthening key economic sectors
- supporting innovation and skills development
- improving the quality and attractiveness of places.

Regional investment is different from investment by local authorities and is core to the success of Mayoral Strategic Authorities because:

- There are bigger, more complex funds often comprising multiyear investments which need full Green book appraisal to high standards
- Greater accountability to HM Treasury needing to demonstrate higher standards of compliance
- Stronger assurance requirements as set out in the Single Assurance Framework demanding independent appraisal and consistent documentation
- Expectation to attract external capital, acting as a strategic investor rather than a grant spender. This requires commercial skills, market engagement and crowd-in of private finance
- Wider regional impact and scrutiny. Decisions must demonstrate system wide value and withstand national scrutiny

To support this role, HEYCA is developing a structured investment portfolio, supported by clear governance arrangements, a robust investment framework and a prioritised pipeline of investment opportunities.

This paper provides the Investment Board with an overview of the emerging HEYCA investment portfolio, including:

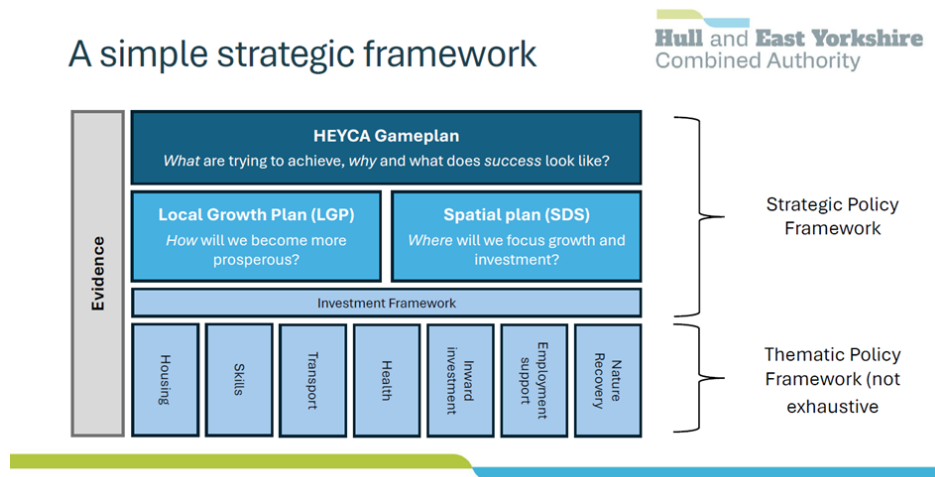
- the strategic framework and investment architecture
- the governance framework within which investment decisions will be made
- the investment priorities identified through the Local Growth Plan
- the funding landscape available to the Combined Authority
- progress to date in building an investment pipeline

- the next steps required to move towards a prioritised investment programme.

5. **Strategic framework and investment architecture**

5.1 The HEYCA investment system is designed to ensure that investment decisions are strategically aligned, transparent and evidence based. Strategic priorities are established through the Gameplan, Local Growth Plan and Spatial Development Strategy (currently in development). The Investment Strategy and Strategic Investment Framework then translate these priorities into a structured investment system that identifies, assesses and prioritises investment opportunities. From this process, a prioritised Investment Pipeline and Investment Plan will be developed to guide investment decisions.

The relationship between the key strategic and investment documents is illustrated below:



At the highest level, the HEYCA Gameplan sets the Combined Authority’s overall vision and long-term ambitions for the region.

The Local Growth Plan (LGP) translates this vision into a long-term economic strategy, identifying the key economic opportunities and structural barriers shaping the Hull and East Yorkshire economy.

Alongside this, the Spatial Development Strategy (SDS) will establish the spatial framework for housing, employment land and infrastructure, ensuring that growth and investment are aligned with the long-term development of places across the region.

Together, these documents form the strategic policy framework that guides HEYCA’s economic development and investment activity.

Beneath this strategic layer, HEYCA is developing a structured investment architecture that links strategy to investment decisions.

Within this architecture:

- The Investment Strategy will set out the strategic approach to deploying public investment to support the delivery of the Local Growth Plan priorities, defining what HEYCA intends to invest in.
- The Investment Framework will establish the principles, governance arrangements and appraisal processes through which investment proposals are assessed and prioritised, operating alongside the HEYCA Single Assurance Framework.
- The Investment Pipeline will capture the full range of potential investment opportunities identified by HEYCA and its partners.
- From this pipeline, a Prioritised Investment Pipeline and Investment Plan will be developed, identifying the projects and programmes that best support the region's strategic priorities and can be delivered within available funding.

This approach ensures that individual investment decisions are clearly linked to HEYCA's strategic objectives and that resources are directed towards the investments that will deliver the greatest economic impact.

The pipeline exercise described later in this report represents the first step in building this investment system, identifying the longlist of opportunities from which a prioritised Investment Plan will be developed.

6. Local Growth Plan Investment Priorities

- 6.1 The Hull and East Yorkshire Local Growth Plan (LGP) provides the long-term economic strategy for the region and establishes the strategic context for investment decisions made through this Framework.

The Plan sets out the economic vision for Hull and East Yorkshire and identifies the key opportunities and structural barriers shaping the regional economy over the coming decade.

The LGP is grounded in an in depth Regional Economic Assessment which provides an evidence base focused on the current position and the support needs for each sector.

The LGP focuses on four strategic priorities ("Big Plays") that guide investment across the region:

- **Powering the Industrial Future** – building on the region's strengths in energy, manufacturing, ports and agri-food.

- **Backing Local Business** – supporting enterprise growth, productivity and innovation.
- **Skills and Good Work** – improving workforce participation, skills and job quality.
- **Connecting and Enabling Growth** – investing in infrastructure, housing and place development.

Within each of the Big Plays there is a Delivery Plan which includes the priority investment needed to drive growth. These are split into:

- **Growth Investment priorities** – an investment pipeline of the major opportunities for growth in Hull and East Yorkshire that align with priorities and can be unlocked through private sector investment and in some case central government (including public financial institutions).
- **Enabling Investment priorities** – the measures needed to remove the key constraints. These will improve connectivity to enable industrial growth and enable people to access opportunity, manage challenges related to flood risk and the natural environment and enable access to energy and water supply.

The Local Growth Plan is provided as a background paper for reference.

7. HEYCA Investment Principles

- 7.1 A set of investment principles was agreed in May 2025 by the Executive Board. They will guide investment decisions to ensure the realisation of the maximum benefit to the area is at the heart of decision making in a consistent and transparent way.

The principles underpin the Investment Framework.

- **Strategic:** Investments must align with the HEY Gameplan and the Hull and East Yorkshire Local Growth Plan, contributing to at least one strategic priority and demonstrating a clear, evidence-based case for intervention.
- **Targeted:** Focused on strengthening and accelerating growth in priority sectors, creating opportunities and unlocking further funding and inward investment.
- **Value for Money:** All investments must demonstrate a clear rationale and offer the best possible return on investment, considering economic, social, and environmental factors and maximise cumulative impact by bringing together projects into an integrated programme where suitable.

- **Transparency and Accountability:** The investment decision-making process and the use of funds should be transparent and open to scrutiny by the public and stakeholders.
- **Evidence-Based Approach:** Investment decisions should be based on robust data, analysis, and clear business cases that demonstrate need and potential impact.
- **Collaboration and Partnership:** Investments should encourage collaboration between the two councils, businesses, educational institutions, and other stakeholders across the region to work towards a shared goal.
- **Long-Term Vision:** Investments should consider the long-term sustainability and impact on the region, contributing to the overall vision for Hull and East Yorkshire.
- **Risk Management:** Investment decisions should carefully consider and mitigate potential risks to ensure the successful delivery of projects and the effective use of public funds.
- **Additionality / Scale:** Investments should aim to bring about outcomes that would not have occurred otherwise, demonstrating the added value of the Combined Authority's involvement and go beyond intervention happening at a local authority level.

8. HEYCA Funding Landscape

- 8.1 HEYCA has access to a range of funding streams which together form the basis of its investment portfolio.

These funding sources include devolved funding allocations, national programme funding, and aligned investment from partners and the private sector.

Core devolved funding

HEYCA will receive long-term devolved funding intended to support economic growth and regional investment. This includes:

- the Mayoral Investment Fund (Gainshare) settlement, providing a long-term capital funding stream
- transport funding allocations supporting regional connectivity and infrastructure.

These funding streams provide the Combined Authority with a degree of flexibility to invest in strategic projects that support regional growth.

National funding programmes

In addition to devolved funding, HEYCA and its partners can access a range of national funding programmes delivered by government departments and agencies. These include funding for:

- regeneration and place-based development
- housing and infrastructure
- skills and employment
- innovation and research.

In many cases, HEYCA investment can be used to unlock or complement national funding streams.

Partner and private sector investment

A significant proportion of investment required to deliver the Local Growth Plan will come from:

- local authority investment
- university and further education investment
- private sector and institutional investors
- development partners.

Public funding deployed by HEYCA can therefore act as catalytic capital, unlocking larger volumes of investment and accelerating development.

Funding constraints

While the scale of opportunity across Hull and East Yorkshire is significant, the level of funding available to HEYCA remains limited relative to the scale of demand.

Scope of the Investment Board

The Investment Board scope relates to investment decisions in relation to all Combined Authority funding except where there are alternative arrangements in place.

It is expected that funding for core transport and skills activity would not be in scope for the Investment Board, except where additional Mayoral Funding contributions are to be agreed alongside specific grant funding.

The primary funding streams in scope of the Investment Board for decision making are the Mayoral Investment Fund and the Local Growth Fund. Confirmed funding for each of these is set out in the table below.

	2026/27	2027/28	2028/29	2029/30
Revenue	£k	£k	£k	£k

Investment Fund	8670	8670	8670	8670
Local Growth Fund	5000	4000	4000	4000
Capital				
Investment Fund	4690	4690	4690	4690
Local Growth Fund	2000	2000	5000	7000

9. **Investment Governance and Decision Making**

9.1 Investment decisions within HEYCA will be taken within a structured governance framework designed to ensure transparency, accountability and alignment with strategic priorities.

The governance architecture includes several key elements.

HEYCA Board

The HEYCA Board is the Combined Authority’s principal decision-making body and will retain final approval authority for investment decisions.

HEYCA Investment Board

This Investment Board has been established to support the HEYCA Board in developing and overseeing the investment portfolio.

The Investment Board will:

- oversee the development of the investment pipeline
- review and challenge investment proposals
- consider business cases as they develop
- recommend investment decisions to the HEYCA Board.

The Board will also consider wider strategic issues relating to investment and funding opportunities as required.

Investment Advisory Panel

This Investment Board will be supported by an Independent Investment Advisory Panel, bringing specialist expertise in areas such as:

- infrastructure investment
- economic development

- finance and commercial structuring.

The Advisory Panel will provide independent technical advice on economic appraisal, commercial structuring, risk and value for money and will support the Investment Board in reviewing major investment proposals.

Assurance and appraisal

Investment proposals will be developed and assessed in line with the HEYCA Single Assurance Framework and relevant national guidance including HM Treasury Green Book principles.

The Single Assurance Framework outlines a six-stage process for the development and delivery of investment schemes. This is provided in Appendix 1. The Investment Framework also outlines the stages of the process in more detail.

Business cases will be developed through the standard stages:

- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case.

This ensures investment decisions are based on robust analysis of:

- strategic alignment
- value for money
- deliverability
- risk.

The HEYCA Single Assurance Framework can be found at [Single Assurance Framework](#)

10. Development of Investment capability and pipeline

10.1 Work to establish the HEYCA investment portfolio is in progress.

Investment Strategy and Framework

Following the publication and approval of the LGP on 4 March 2026, the Investment Strategy and Investment Framework are in the final stages of

drafting and will be shared with this Board for review and recommendation to HEYCA Board in April 2026.

Investment pipeline exercise

An initial call for investment opportunities was issued in October 2025 to key regional partners including:

- Hull City Council
- East Riding of Yorkshire Council
- University of Hull
- Further education colleges.

This exercise generated:

- 125+ investment opportunities
- £500–£600 million in funding requests
- Predominantly capital 82%
- approximately £5 billion of potential total investment when wider leveraged investment is included.

The initial pipeline exercise focused on proposals from public sector partners. Further engagement with the business and VCSE sectors will be undertaken to broaden the investment pipeline.

This early exercise demonstrates the scale of opportunity across the region but also confirms that the long list of potential investments far exceeds available funding.

The initial pipeline has been reviewed to identify potential in-year priority investments. A small number of projects have been identified for further development, including a proposed investment in Goole College which will be considered by the Investment Board as part of this meeting.

HEYCA Investment Capability

Investment capability is being built in HEYCA based on recruitment to key posts alongside transfer of existing expertise from the HEY Business, Growth and Skills Hub in HEYCA. This will include transfer of the former Local Enterprise Partnership Growing Places revolving loan fund which comprises at March 2026, £3.6m loans and £2.1m unallocated loan capital. These funds currently remain open for application but will be subject to review upon transfer to HEYCA from April.

The Investment Advisory Panel will also be put in place to support the Investment Board.

To support decision making, project appraisal capacity and specialist appraisal expertise will be sought on a proportionate basis as required.

Next Steps

The next phase of work will focus on developing a prioritised Investment Pipeline and Investment Plan from the initial long list of opportunities. This will set out a forward plan of investment decisions for review by the Board.

Key next steps are:

- Assessment of the pipeline harvest long list in line with Investment Framework criteria to develop a prioritised pipeline
- Engagement with VCSE and business sector for additional opportunities to be considered
- Identification of gaps in relation to the LGP Investment priorities.

11. **Equalities Impact Assessment**

11.1 Although there are no direct equalities impacts arising from this report, the Investment infrastructure being put in place including the Investment Board and Investment Framework will help to ensure that the HEYCA investment funds are deployed in a way that does not lead to any adverse equalities.

Future investment decisions will be underpinned by an Equality Impact Assessment.

12. **Options and Risk Assessment**

12.1

13. **Legal Implications and Statutory Officer Comments**

13.1

14. **Financial Implications and Statutory Officer comments**

14.1 The HEYCA Strategic Investment Framework is critical to the delivery of the organisation's core purpose. The development of the Framework is based on sound financial principles to ensure that decision making is transparent, evidence-based and demonstrates value for money.

Contact Officers:

Officer Interests:

None

Appendices:

Appendix 1 - Structured six-stage approach

Background Documents:

Local Growth Plan

Hull and East Yorkshire Local Growth Plan

*Powering our industrial
future*

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Mayor's introduction

Hull and East Yorkshire is a place with a powerful story to tell - and this Local Growth Plan is about making that story clear, confident and heard far beyond our boundaries.

For too long, the scale of our contribution to the UK and global economy has been underplayed. Yet this is a region defined by world-class ports, global trade, advanced manufacturing, energy sector leadership and innovation rooted in real industry. Through this Growth Plan, we are bringing those strengths together under a single, coherent economic identity - one that investors, Government and international partners can recognize and get onboard with.

This plan establishes Hull and East Yorkshire as a globally connected region: outward-looking, productive and future-focused. It aligns our key industries in the energy sector, manufacturing, ports and logistics and agriculture food and technology to build a bold industrial future, back our local businesses and create a high-value economy.

Central to this identity is partnership. The Combined Authority will work in lockstep with the major firms, supply chains and SMEs that underpin our economy, alongside our ports, universities, innovators, entrepreneurs and skills and support providers in the community and education sectors. Our partnership across the Humber Estuary, which is so vital to our prosperity, will remain at the heart of our approach.

Together, we will speak with a stronger, more unified voice, promoting Hull and East Yorkshire nationally and internationally as a place that is open for business, serious about growth and capable of delivery.

By strengthening how Hull and East Yorkshire is seen and how we see ourselves, this plan supports better jobs, higher skills, stronger communities and an improved quality of life. Growth must be visible in people's everyday lives, from good work and affordable homes to healthier places and better connections.

This Local Growth Plan is our route to a stronger economy and more opportunity for local people - an energy powerhouse for the UK and beyond; a centre of digital and mechanical engineering excellence; a global maritime and logistics gateway; and the place where businesses come to secure quality of life, the space to expand and a seat at the table.

Luke Campbell MBE
Mayor of Hull and East Yorkshire

Executive Board introduction

The HEYCA Executive Board is proud to present this Local Growth Plan for Hull and East Yorkshire. It sets out a clear and ambitious framework to unlock growth, raise productivity and create prosperity for a place defined by resilience, pride and potential.

Our Place: welcome to Hull and East Yorkshire

Hull and East Yorkshire are home to more than 630,000 people and a diverse, evolving economy. Our location on the UK's east coast, with global-facing ports and strong transport links, provides a strategic gateway to Europe and beyond.

Hull is our regional city on the Humber, surrounded by the towns, villages and outstanding natural landscapes and coastline of the East Riding. Together, they form a tightly connected economic area, with strong links between employment, trade and culture, yet with significant contrasts that shape how we will seek to grow.

Our Mayoral Combined Authority

Devolution represents a step-change, securing £400 million of additional funding and enabling greater local decision-making, stronger partnerships with Government and increased confidence for private sector investment.

Our Combined Authority gives us more of the levers we need to growth our local economy, delivering prosperity and opportunity for all.

Our Gameplan

Our gameplan focuses on four priorities that matter most to our economy and our communities and that provide the organising framework for this Local Growth Plan.

- **Good jobs** that match the skills and ambitions of our people, supporting productivity, progression and security.
- **Better connections**, through transport, digital infrastructure and stronger networks, linking people to opportunity and businesses to markets.
- **Fit and healthy communities**, enabling people to participate fully in work, family life and their local communities.
- **Affordable homes** in safe, attractive neighbourhoods where people are proud to live.

Together, these priorities reflect our belief that economic growth and quality of life are inseparable. They are underpinned by a commitment to securing a fair share of investment,

working with residents, businesses, institutions, and community and voluntary organisations across Hull and east Yorkshire to shape solutions, and ensuring children and young people help build the future of the region.

Our commitment to collaboration

Prosperity can only be delivered through partnership. The Combined Authority will lead where required and convene where needed, engaging productively across Hull and East Yorkshire and beyond – from neighbourhood level to an international stage,

Central to this is our commitment to collaborate across the Humber Estuary. Mayors and Leaders on the north and south banks of the Humber have confirmed a shared commitment to coordinate growth in line with the Humber Economic Strategy, and a Mayoral Joint Committee, bringing together Hull and East Yorkshire Combined Authority, Greater Lincolnshire Combined County Authority, local authorities, the Humber Freeport, the Humber Energy Board, industry and government, will guide strategy, strengthen collaboration and enable investment at Humber scale.

Ready to deliver

Our work on this Plan leads us to one clear message: **Hull and East Yorkshire is ready to deliver**. We have the leadership, powers and partnerships to turn ambition into action. Our Mayor and Combined Authority will work closely with local authorities, businesses, investors, education providers, community organisations and Government to unlock growth, raise productivity and spread opportunity.

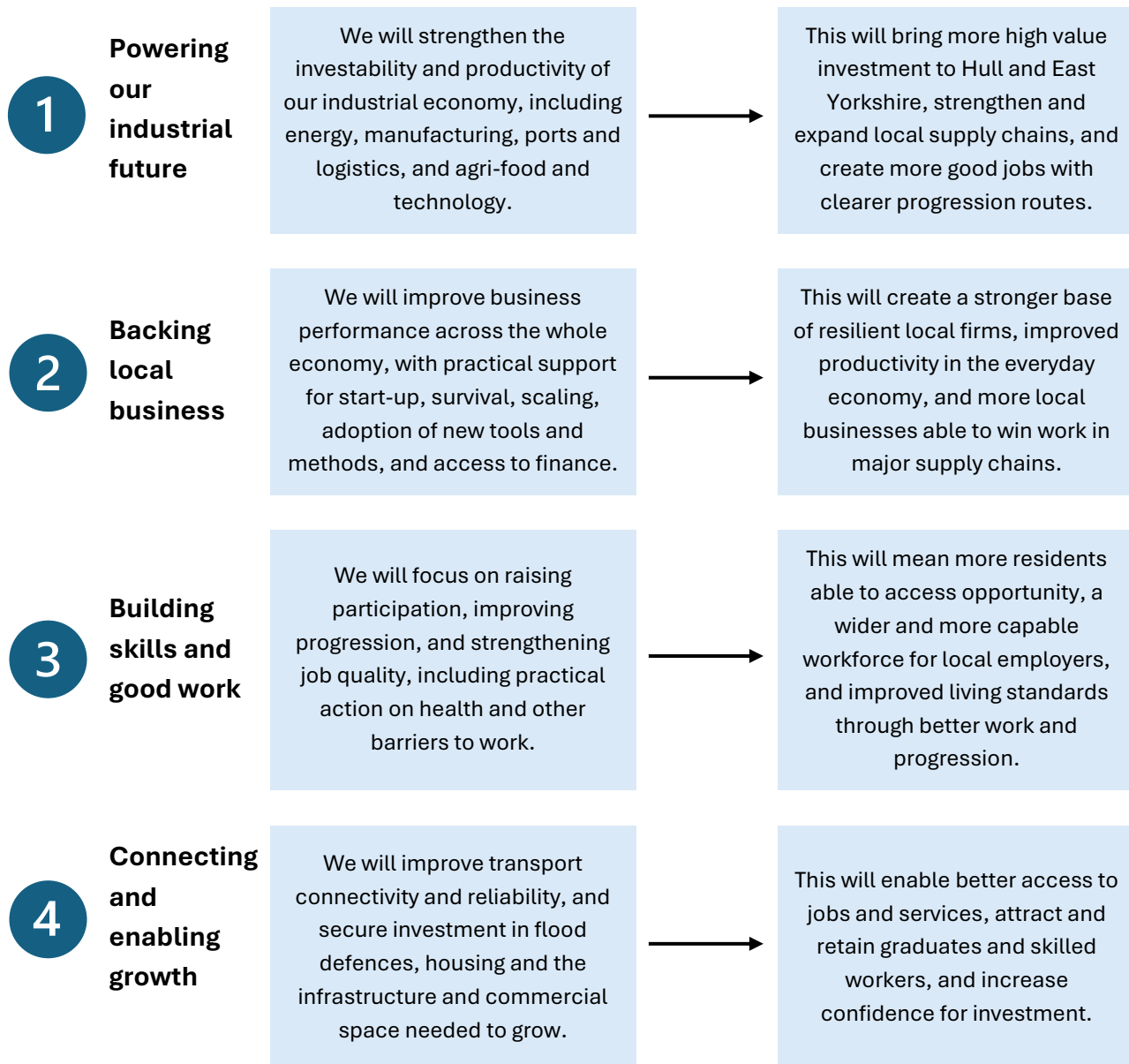
What follows is a clear and focused plan for delivery grounded in partnership, driven by ambition, and shaped by belief in the potential of this place and its people.

- Luke Campbell, Mayor of Hull and East Yorkshire
- Cllr Anne Handley, Investment Portfolio Lead and Leader of East Riding Council
- Cllr David Tucker, Transport Portfolio Lead and Deputy Leader of East Riding Council
- Cllr Mike Ross, Skills Portfolio Lead and Leader of Hull City Council
- Cllr Jackie Dad, Housing Portfolio Lead and Deputy Leader of Hull City Council
- Jonathan Evison, Humberside Police and Crime Commissioner
- Jason Speedy, Chair of the HEY Business Board
- Jayne Adamson, Chair of the HEY Skills Board

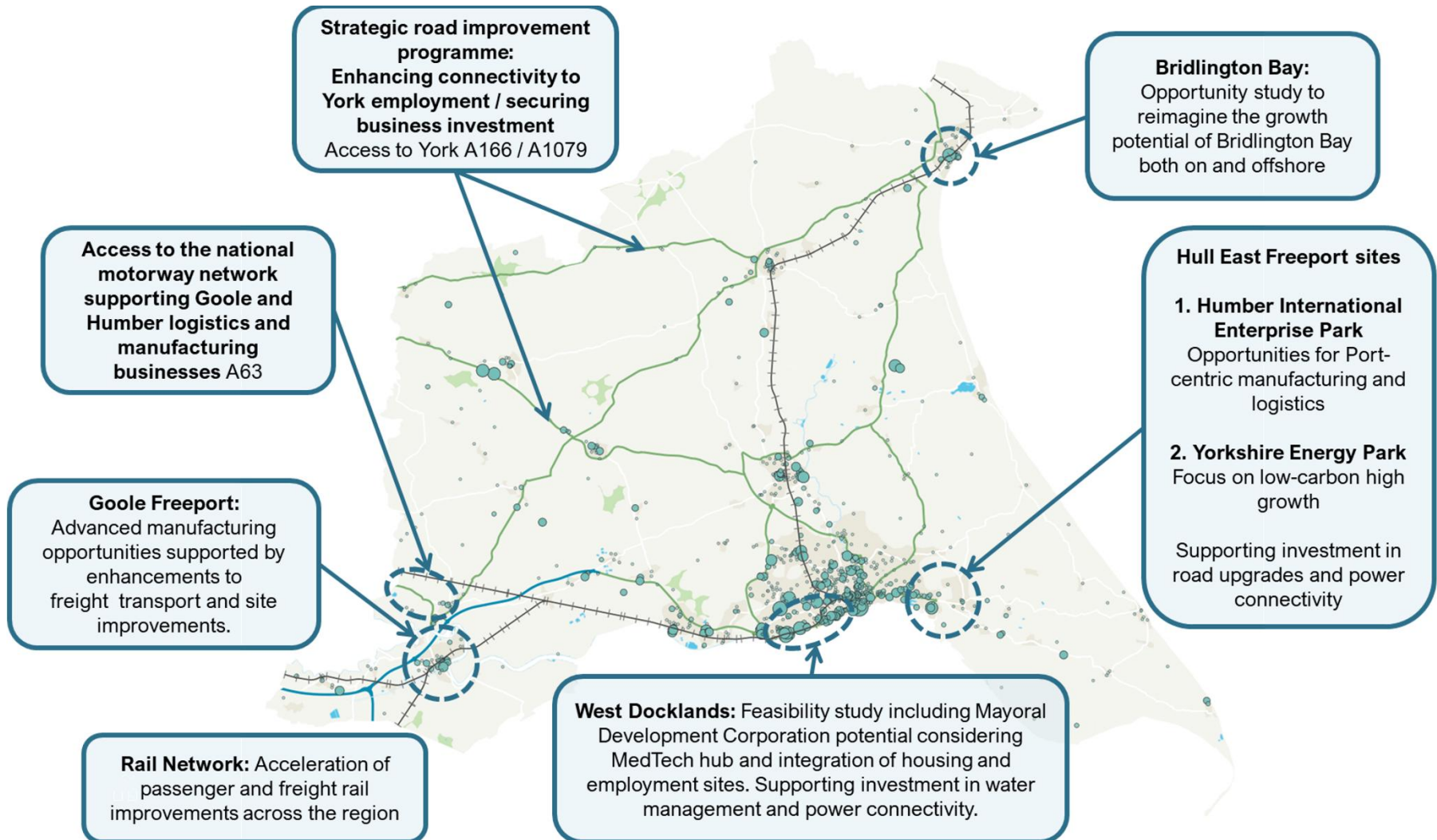
Part A: The Big Plays that will drive growth

Four Big Plays to drive up economic prosperity

We have set a clear direction for Hull and East Yorkshire through our Gameplan, with Mayoral priorities focused on long-term prosperity. This Local Growth Plan builds upon that direction by making four Big Plays for growth over the next decade. These Big Plays provide a shared frame for partners, investors and local people and businesses to deliver real impact across Hull and East Yorkshire.



Key growth driving investments identified in the Local Growth Plan



Our key areas of focus and investment opportunity

Big Play 1: Powering our industrial future

1

What this Big Play means

We will turn Hull and East Yorkshire's industrial strengths into faster delivery of new investments, stronger growth, and better jobs over the next decade.

This Big Play is focused on the parts of our economy that already carry national weight, including energy, ports and logistics, manufacturing, and agri-food and agri-tech. These sectors are more likely to respond quickly to targeted intervention and can deliver early, visible outcomes in productivity, employment, and value creation.

We will use our convening role and devolved levers to:

- strengthen the investment propositions for priority sites and corridors
- improve the conditions that enable industrial delivery at pace, including power access, site readiness, and resilience
- increase the local benefit of nationally significant infrastructure and supply chains, so growth translates into higher productivity and good work across Hull and East Yorkshire.

Why it matters for Hull and East Yorkshire

The evidence shows that our economic structure is distinctive and nationally relevant. Manufacturing is a major contributor to local output and the area has strong concentrations in production industries and logistics that underpin trade, export competitiveness, and supply chains.

This Big Play responds to clear delivery constraints that are already limiting growth:

- Grid capacity and power availability issues are constraining investment into key sites.
- Enabling infrastructure requirements and resilience issues, including flood risk, are affecting project viability and delivery pace.
- Some key industrial opportunities depend on national policy and funding decisions, including for technologies such as CCUS and hydrogen; delays and uncertainty here are creating delivery risk that we will need to manage through partnerships locally and with Government.

What it will change

By making this Big Play, we will change the way industrial growth happens in Hull and East Yorkshire in three ways.

1) We will move faster from interest to delivery

We will prioritise a small number of industrial investment propositions and support them to progress, using a consistent approach to enabling requirements, delivery sequencing, and partner coordination.

2) We will increase the local value captured from national strengths

We will focus on local benefit, including supply chain growth, workforce opportunities, and productivity gains across the wider business base. This will align with our sector framework and with our approach to backing local business and building skills and good work.

3) We will tackle the constraints that most directly slow investment

We will be clear where we can act directly, and where we will need national levers for action. For example, we will improve local coordination and prioritisation, and we will work with Government and regulators to address system-level constraints such as energy network planning and connection processes.

Humber Innovation Accelerator for Clean Energy

Hull and East Yorkshire Combined Authority (HEYCA) is leading a bid for **£60 million** to accelerate research and development across the region, making us a leader in clean energy innovation.

If successful, the programme will bring together **£20 million of Government funding** through the **Local Innovation Partnership Fund**, delivered by UK Research and Innovation, alongside **£40 million of private sector investment**.

HEYCA is the lead organisation in the **Humber Innovation Accelerator for Clean Energy (HIACE)** partnership, which includes Humber Local Authorities, the University of Hull, Humber Energy Board, Humber Freeport and CATCH, forming a powerful triple helix of public sector leadership, academic expertise and industry capability.

Investment will focus on driving industrial innovation that builds on existing assets and capabilities, help de-risk innovative projects, and attract further private investment into the region.

Through this programme, Hull and East Yorkshire will support the creation of **high-value jobs**, upskill the local workforce, improve productivity and strengthen the region's industrial base.

Where this Big Play will focus

Our priority focus within this Big Play will be the growth-driving sectors identified through the regional economic assessment and further sector deep dive studies:

- Ports and logistics
- Energy
- Manufacturing
- Agri-food and agri-tech

The evidence shows that growth in these sectors is constrained less by demand and more by delivery conditions. This Big Play will therefore also focus on tackling key constraints, including:

- **Removing skills bottlenecks in technical and specialist roles**
Addressing shortages in engineering, digital and advanced production skills that limit project delivery, technology adoption and productivity growth.
- **Ensuring site and infrastructure readiness for investment**
Prioritising modern industrial space, utilities capacity, connectivity and strategic employment sites so that growth is not delayed, displaced or scaled back.
- **Embedding applied innovation and technology adoption**
Strengthening commercialisation, industry–research collaboration and uptake of advanced technologies to move sectors up the value chain and increase local value capture.

The Humber Economic Strategy

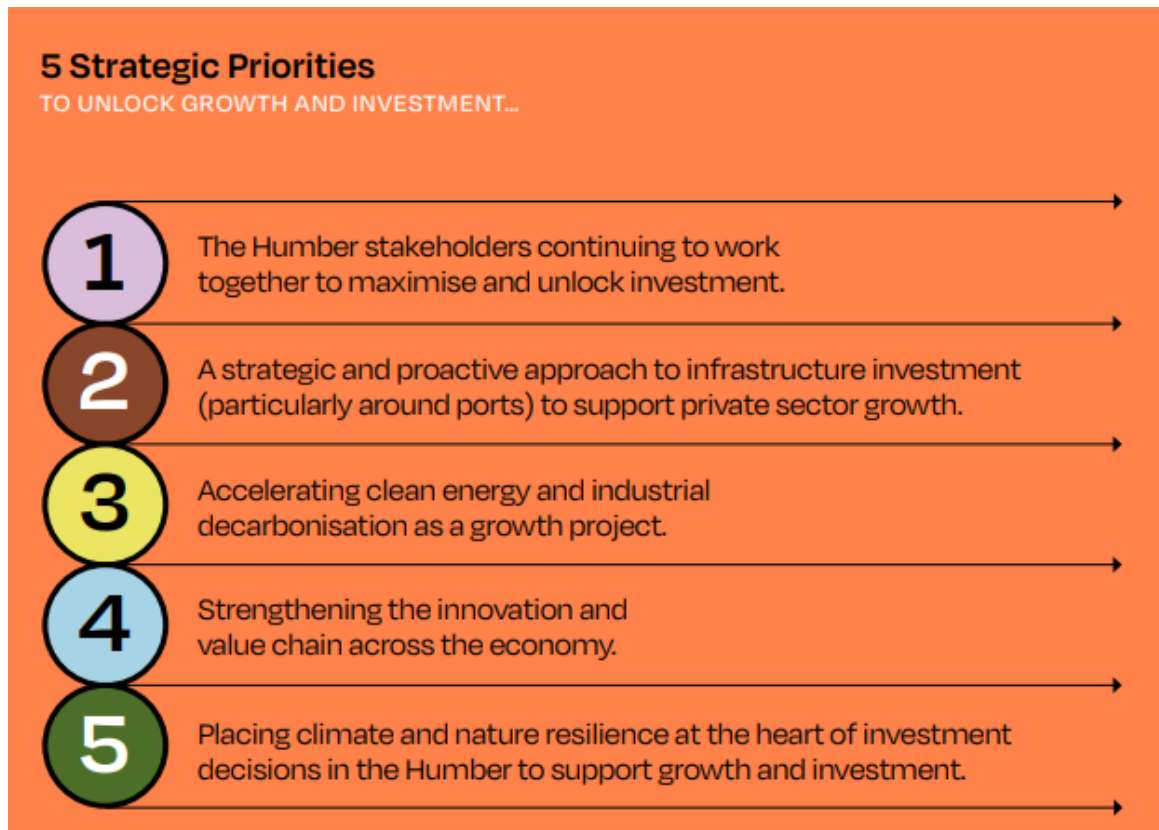
Central to this Big Play is the role of the Humber Economic Strategy for 2025 to 2035, which sets out a shared vision to secure large scale private investment, transform the estuary into a world leading energy and industrial economy, strengthen its role as a global trade gateway, and ensure that growth benefits communities while protecting the natural environment.

To achieve this, the strategy identifies three estuary wide growth opportunities of national significance.

- Clean energy and industrial decarbonisation, positioning the Humber as the UK's leading decarbonised industrial cluster and a cornerstone of future energy security.
- Freeport, ports and logistics, building on the Humber's role as the UK's busiest trading estuary and a major international gateway for goods, investment and supply chains.

- Environment and natural capital, integrating climate resilience, biodiversity and flood adaptation with long term economic growth.

These opportunities are supported by five Humber wide strategic priorities focused on coordinated investment, infrastructure delivery, accelerating decarbonisation, strengthening innovation and value chains, and embedding climate and nature resilience in investment decisions.



Strategic priorities for unlocking growth and investment in the Humber region (source: Humber Economic Strategy 2025-35)

Working together to unlock the Humber opportunity

Mayors and Leaders on the north and south banks of the Humber have confirmed a shared commitment to coordinate growth across the estuary in line with the Humber Economic Strategy.

A Mayoral Joint Committee, bringing together Hull and East Yorkshire Combined Authority, Greater Lincolnshire Combined County Authority, local authorities, the Humber Freeport, the Humber Energy Board, industry and government, will guide strategy, strengthen collaboration and enable investment at Humber scale.

This Local Growth Plan aligns with Humber-wide priorities to strengthen collective leadership and delivery in order to translate the Humber vision into higher productivity, better jobs and long-term prosperity for communities across the estuary.

Key Investments

Growth driving investments

- **Humber International Enterprise Park** is a transformational 183-hectare Freeport site at the core of the Port of Hull, delivering one of the UK's most compelling opportunities for port-centric manufacturing and logistics. With outline planning in place, Freeport tax advantages, 100+ MVA power capacity, direct rail and road access, and immediate proximity to Saltend Chemicals Park, the site is ready to scale energy-intensive industry, a major port-based food hub and next-generation logistics at pace.
- **Yorkshire Energy Park**, a next-generation, fully consented 86-hectare Freeport business campus designed for low-carbon, high-growth industries. Located within the Hull East Freeport Tax Site, it offers ready-to-build plots, on-site renewable and private-wire energy, and enterprise-grade digital connectivity. Backed by an experienced energy partner and attracting strong national and international interest, the park is positioned to deliver up to 4,480 jobs and become one of the UK's first zero-carbon business parks.
- **Goole Freeport Tax Site** offers a major advanced manufacturing opportunity across two strategic parcels totalling 200 hectares at Junction 36 of the M62, one of the UK's least congested motorway corridors. Anchored by established manufacturers and

- significant recent investment, the fully Freeport-enabled site benefits from outline consent for up to 520,000m² of industrial development, excellent national market access, and existing clean energy infrastructure, making it primed for large-scale, high-value manufacturing growth
- We will explore the feasibility of creating a **Health Tech Innovation Campus** forming the foundation of a future HEY Health Innovation Zone. Building on internationally recognised wound innovation and clinical trials capability, the project will connect University expertise, facilities and talent with industry, accelerating innovation, inward investment and patient benefit across the region.

Enabling investments

- **Transport works at Hull East**, investing in roundabout infrastructure to unlock key economic sites and maximise benefits of freeport status.
- We will develop and manage a pipeline of targeted investment in **land remediation and mitigation for key strategic employment sites**
- Promoting and prioritising vital **improvements to freight connectivity** across the region
- Use our energy access shared priority with government to **transform access to power** as part of a sequenced plan that supports growth
- Lobby hard to create a new **Business Rates Retention Zone** in the region and make growth driving investment with the additional retained funds.

Impacts

This Big Play is focused on strengthening and upgrading the region's industrial base, making a key contribution to Gameplan **Good Jobs** outcomes through higher-value employment, improved productivity and stronger wage growth.

By unlocking industrial investment, strengthening supply chains and improving the conditions for delivery, this Big Play also supports **Skills** outcomes through demand-led workforce development, and contributes indirectly to **Fit and healthy** outcomes by supporting more secure employment and progression opportunities.

Ministerial Approval Required - Proposed shared priority: local benefit from nationally significant energy infrastructure

Increase the amount of locally and community generated energy that is available, connectable and usable by Hull and East Yorkshire households, businesses and priority growth locations, enabling faster investment decisions, stronger productivity and higher-value growth.

To achieve this, HEYCA and HMG will explore how to:

- work with local partners across the Humber to identify, explore and secure investment in growth sectors including in energy generation and transmission.
- deliver projects that ensure energy security, as set out in the Local Growth Plan and Humber Economic Strategy, are prioritised for future connections
- align network planning, connection processes and delivery sequencing with priority growth locations and investment pipelines
- better understand and, where feasible, address regulatory, commercial and system factors that limit local access to power
- support timely delivery of enabling infrastructure where this unlocks significant private investment and jobs
- strengthen planning and governance so local growth ambitions and national system plans reinforce one another.

This would support a reliable energy platform that maximises the local economic benefit of nationally significant infrastructure while contributing to wider national objectives.

Big Play 2: Backing local business



What this Big Play means

We will strengthen the performance of local firms across Hull and East Yorkshire, so more businesses can start, survive, grow, innovate, recruit, and win work.

This Big Play is about the everyday drivers of prosperity: the productivity of local businesses, the resilience of supply chains, and the ability of firms to invest and improve. It is not limited to any one sector. It will support micro (ME) and small and medium sized enterprises (SMEs) in all sectors, because improving business performance across the whole economy is essential to raising wages and living standards.

Why it matters for Hull and East Yorkshire

Hull and East Yorkshire has a large business base, with 20,360 businesses, with MEs and SMEs forming the overwhelming majority of private sector enterprises.

The evidence base also shows structural weaknesses that hold back productivity and prosperity:

- **Access to growth finance is weaker than it should be.** There were 135 equity funding rounds, or 4.25 rounds per 1,000 businesses, compared with 7.29 per 1,000 for the UK.
- **Innovation adoption is not yet widespread.** Only 26.8% of businesses are classed as innovation active, below the regional and national averages, and fewer businesses undertake in-house R&D, compared with 35% in Yorkshire and Humber and 36% nationally.
- **Export values:** the evidence shows that despite above average levels of participation, there is limited scale in high value export activity.

These issues influence whether investment in major sectors translates into local benefit. Ensuring stronger MEs, SMEs and supply chains are one of the main ways we will capture more value locally from industrial growth, freight and logistics, and major investment, but they are also important for a strong and resilient local business base trading across the north and beyond.

What it will change

By making this Big Play, we will change the conditions for business growth in Hull and East Yorkshire.

1) We will make our business offer clearer and more focused

Alongside the national Business Growth Service, we will be explicit about what support exists, who it is for, and how businesses and partners can engage. We will prioritise support that strengthens productivity, resilience, and growth capability, rather than spreading effort thinly across disconnected activity.

2) We will improve routes to finance, investment and innovation support

We will make it easier for firms with growth potential to access the advice, networks, and finance they need, including for adoption of new tools and methods, innovation activity, exporting and investment readiness. This will respond directly to the evidence on weak equity access, low innovation diffusion and limited export values.

3) We will strengthen the links between SMEs and large firms and business support programmes

We will focus on supply chains and procurement as practical routes to growth for local firms, so that major investment and anchor institutions translate into sustained local business opportunities.

Where this Big Play will focus

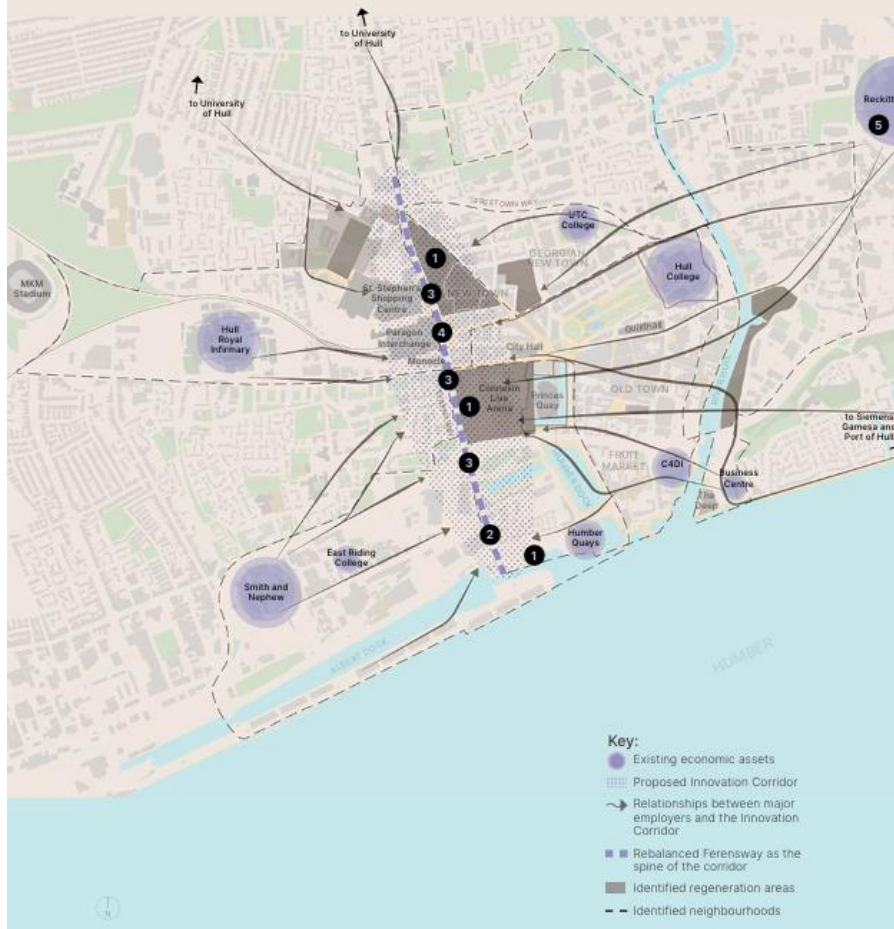
Our priority focus within this Big Play will be strengthening the wider business base, including growth potential and growth-enabling sectors that underpin the performance of the whole economy.

The evidence shows that constraints in this part of the economy relate less to large-scale assets and more to business capability, productivity and investment readiness. This Big Play will therefore also focus on tackling key constraints, including:

- **Raising baseline productivity across the business base**
Addressing low productivity models through digital adoption, process improvement and management capability so that more firms are able to reinvest, grow and create higher value jobs.
- **Strengthening pathways to scale and investment**
Improving access to finance, export readiness and structured scale-up support to address thin pipelines of growth-stage firms and limited participation in wider markets.
- **Accelerating innovation diffusion and capability building**
Supporting the adoption of proven tools, technologies and modern business practices across supply chains and service sectors to lift overall performance and resilience.

Innovative

A City Centre, providing space for the exchange of knowledge, skills, trade, culture and energy.



By 2045, Hull City Centre will support an **innovation corridor** centred along a transformed Ferensway, providing City Centre space to grow Hull's economic offer.

Bringing together the city's major growth hubs, the innovation corridor will drive the future Hull and East Yorkshire regional economy.

Approach

- 1 A supply of high-skilled jobs centred around Ferensway and the identified regeneration areas will provide a strong foundation for the sustained growth of Hull City Centre, supporting residential and leisure development. The major players in Hull's economy (key employers and education providers) and agile start-ups will have space to educate, collaborate and innovate to bring forward a new greener future for the regional economy centred on the innovation corridor.
- 2 The Ferensway corridor will also help to boost the City Centre's connection with its waterfront as strong north-south connection from City to the Humber.
- 3 Key east-west routes linking in with Hull's unique historic and cultural destinations will be strengthened through public realm enhancements and new development along Ferensway.
- 4 An improved transport gateway to the Hull and East Yorkshire Region and the wider UK through an improved arrival square outside Paragon Station will make this an ideal place to do business, and provide an enhanced first impression of City Centre.

Extract from City Centre Vision 2024 – 2025 (Hull City Council)

Investments

We will launch an assessment of the regeneration opportunities for the Western Docklands Development Zone, including the opportunity to establish a **Western Docklands Mayoral Development Corporation**, to provide a single, coordinated vehicle to unlock growth across seven strategically located sites spanning 40 hectares on Hull's western waterfront.

Supported by enhanced A63 connectivity and investment in Humber flood defences, the zone benefits from infrastructure and power largely in place. The assessment will consider the integration of employment and housing sites, the development of a MedTech hub linked to established health and manufacturing strengths, and the potential to deliver other economic opportunities.

Key sites will drive **City Centre growth** and regeneration, focusing on where land acquisition and assembly is most advanced. Investment in the Myton Street district will deliver a vibrant mixed-use quarter around the arena, opening onto Princes Dock with new workspace, hotel, residential, leisure and retail uses, strengthening a more connected and walkable city centre; and a range of built and programme interventions will focus on developing a Ferensway Innovation Corridor as spine of mixed-use and high-skilled employment sites and high-quality public realm providing an enhanced arrival in the City with connections through to knowledge intensive quarters on the waterfront and at the University.

A **Bridlington Bay Opportunity Study** will review and reimagine the area's long-term growth potential, taking a fresh, integrated look at opportunities both onshore and offshore. Building on existing evidence and local strengths, the study will assess the scope for growth across marine and offshore industry, tourism and leisure, agrifood, housing and skills, to inform future investment and regeneration priorities.

Enabling investments

- We will bring together the **Hull and East Yorkshire SME Alliance** which will be backed by a £1m cross-sector strategy, providing additional targeted investment in direct SME support, guided by a co-created, multi-year SME strategy aligned to regional growth priorities.
- In conjunction with our plans for a small business alliance, we will launch a grants programme aimed at supporting our local businesses to build on strengths and innovation

Impacts

This Big Play is focused on business growth, scaling and value capture across the economy. It will contribute to Gameplan outcomes linked to **Good Jobs** by supporting stronger locally rooted firms, improved productivity and better-quality employment.

Backing local business also supports **Skills** outcomes by increasing demand for higher-level skills and progression, and contributes to **Better connected** outcomes where business growth strengthens town centres, local services and economic participation.

Co-creating a future for the small businesses we rely on

Small, micro and medium-sized businesses are the lifeblood of Hull and East Yorkshire's economy, sustaining local jobs, powering supply chains, animating town centres and driving everyday productivity. Strengthening their ability to start up, survive, grow, scale and compete is essential to raising wages, improving resilience and ensuring that major investment delivers real opportunity for local people and places.

The Combined Authority will establish a Hull and East Yorkshire SME Alliance to give SMEs and micro enterprises a direct and enduring voice in shaping priorities, delivery and investment.

Working in genuine partnership, the Alliance will co-create a shared SME Growth Plan for the region, setting clear action to support new business starts, survival, scaling, productivity, innovation, employer – led workforce development, recruitment and access to investment and new markets.

Backed by £1 million of dedicated funding and brought together through an annual SME Alliance Summit, this approach will turn collaboration into delivery—removing barriers to growth, unlocking ambition across the business base and ensuring that micro, small and medium businesses remain central to a stronger, more confident and



Big Play 3: Building skills and good work

What this Big Play means

We will build a stronger talent pipeline for Hull and East Yorkshire, aligned to the real jobs our economy will create and the progression people want, and supporting people furthest away from the labour market to identify and build on their skills and strengths.

This Big Play will focus on three practical outcomes:

- more people able to enter work and stay in work, including skills support for people at pre - entry stage
- more residents able to progress into higher skilled and better paid roles
- a clearer match between employer demand and resident skills, including in our priority sectors and across the wider economy.
- reduced inactivity linked to long term sickness

We will treat skills and good work as core growth levers, reflecting the evidence that labour supply, skills levels and health-related inactivity are binding constraints on growth in Hull and East Yorkshire. This work will include a key role for Hull and East Yorkshires vibrant and diverse community and voluntary sector, who are locally rooted and can help amplify the voices of those less often engaged in economic planning and interventions.

Why it matters for Hull and East Yorkshire

The evidence base shows that Hull and East Yorkshire has a high economic activity rate overall, but it also has high levels of economic inactivity, with a particularly high share due to long-term sickness.

In total, 26,300 people in the subregion are economically inactive due to long-term sickness. This is 37% of the inactive population, compared with 28% nationally, and it has increased by 26% since 2018. This represents a major constraint on labour supply and on the capacity of employers to grow.

Skills levels are also uneven across the geography. Patterns of qualifications show marked differences between Hull and the East Riding, with Hull having a lower share of residents holding higher level qualifications and a higher share with no or low qualifications.

The evidence base also indicates demographic pressure on future labour supply, including a decline in the 16 to 24 population over the last decade.

Stakeholders reinforced these points in the Stage 1 consultation. Respondents consistently emphasised:

- visible commitment to progression from pre-entry and Level 1 upwards, not only graduate retention
- stronger recognition of long-term sickness and poor health as central economic constraints
- transport connectivity, service reliability and rural access as essential to widening access to opportunity.

What it will change

By making this Big Play, we will change how we connect people to opportunity and how we support progression into good work.

1) We will align skills investment to the economy we are building

We will align our devolved Adult Skills Fund commissioning and wider skills programmes to the needs of our growth-driving sectors and to the wider economy, including enabling sectors that employ large numbers of residents.

We will prioritise higher technical pathways and apprenticeships alongside basic and digital skills, so that more residents can progress rather than cycling through short-term provision.

We will also focus on higher level skills provision, utilising our strengths in the region to develop a long term skills development pipeline that fuels growth. The Local Growth Plan and the Combined Authority can help unlock this potential by convening businesses to set the agenda with sufficient timelines so that public and private sector providers can respond and develop programmes to ensure that our future skills needs can be met by local people first.

2) We will treat health and work as a single system issue

We will strengthen the link between health and work so residents get timely support that keeps them in work or helps them return sooner. Integration between health services, employment support and skills provision will be strengthened. We will work with employers, JobCentre Plus, the NHS, community and voluntary sector, local authorities and skills providers to develop joined up pathways to work that:

- Support people with long term conditions to succeed in gaining employment, to stay in work or return to work.
- Provide earlier access to occupational health and workplace adjustments – connecting with the WorkWell programme, Employer Vanguards and Good Work Charter.

- Improve Mental Health and MSK support linked to employment.

Reducing health related inactivity will directly increase labour supply and support productivity growth in all sectors.

This will also focus on practical barriers to attendance, retention and productivity, including pre-entry level skills, mental health, early access to occupational health, and workplace adjustments.

3) We will strengthen progression and job quality across the whole economy

We will support in-work progression, not only entry into work. We will also explore the role a Good Work Charter could play in supporting improved employment and training opportunities, in ways that are practical for employers and visible for residents.

4) We will strengthen health and care as an economic opportunity

We will strengthen med-tech and health innovation links between health providers, local suppliers and SME's; align technical education and skills pathways to health workforce needs; support development of higher level clinical, digital health and advanced practitioner roles; and develop the role of sport and physical activity as a key driver of health improvement and reducing long term health related absence.

Getting Hull and East Yorkshire Working

Hull and East Yorkshire continues to face a structural employment challenge. Our employment rate of 74.4% sits below the national ambition of 80% and masks stark spatial and gender inequalities, alongside the impacts of long-term ill health, skills gaps and barriers that exclude people from work. Closing this gap is essential to improving productivity, raising household incomes and **ensuring that economic growth benefits communities across the region.**

The Combined Authority's *Get Hull and East Yorkshire Working* plan is built around three pillars:

The **first pillar** grounds our work in a clear shared understanding of the labour market. Evidence on employment patterns, demographic change, health conditions and sectoral opportunity is brought together to shape action. The focus is on tackling the social drivers of worklessness, raising skill levels, and better matching people to opportunities in key sectors, including advanced manufacturing, logistics, renewables, and health and care.

The **second pillar** strengthens the existing system. Employment, skills and health-related provision across Department for Work and Pensions services, local authority employment hubs, skills programmes, health-linked support and voluntary and community organisations. This approach builds on effective employer-led training routes and supports the introduction of the Connect to Work supported employment programme, while addressing long-standing challenges around integration, youth pathways and consistent performance reporting.

The **third pillar** focuses on delivery. Work and health are brought together through joint governance, aligned commissioning and shared data, simplifying access to support for people affected by long-term health conditions:

- **Connect to Work** will provide structured, personalised support to help people enter or return to employment
- **Bootcamps, Sector-based Work Academy Programmes (SWAPs)** and clearer progression routes will help increase participation and earnings.
- A **Youth Guarantee-style approach** will tackle NEET levels and strengthen transitions into work, and
- A '**Good Work Charter**' and healthier workplace standards will support improved employment and training opportunities, in ways that are practical for employers and visible for residents.

Where this Big Play will focus

Our focus will be whole-place and whole-system, with targeted action where the evidence shows the greatest barriers and opportunities.

- **Progression pathways from pre-entry to Level 3 and above**, aligned to employer demand in priority sectors and in enabling sectors.
- **Reducing inactivity linked to long-term sickness**, through integrated health, employment and skills pathways and employer support.
- **Young people and early career opportunity**, including reducing the risk of young people becoming NEET and strengthening routes into training and work across the whole geography.
- **Employer-led alignment**, including through a business-led Local Skills Improvement Plan and structured engagement with growth-driving sectors as the sector deep dives progress.
- **Reducing inactivity linked to long term sickness** through integrated neighbourhood level approaches – including a focus on neighbourhood hubs
- Redesign and development of an **all-age careers pathway**

Investments

Enabling investments

- **Regeneration of Goole College** will restore post-16 education provision and support a skilled local workforce, with a focus on energy-related specialisms aligned to regional growth sectors. The project will bring a largely dormant site back into use, supported by a business case demonstrating demand, sustainability and long-term economic benefit.
- We will explore the potential to enhance the **sufficiency of the current technical education** offer in the region, building on the successful work of Ron Dearing University Technical College, to enable more of our young people to access the technical skills that can support them to well-paid work and careers in growth driving and growth potential sectors.
- We will position Hull and East Yorkshire as **a centre for social investment**, securing investment in our local communities through an accelerator programme to build

partnerships and create growth aligned investable opportunities.

- Alignment of the **Adult Skills Fund Programme** providing £16m of annual funding to support free or co-funded courses including basic English, Maths, digital skills, community learning, and Level 3 "Free Courses for Jobs" to boost employment.

Impacts

This Big Play is focused on labour market participation, progression and retention, making a key contribution to Gameplan outcomes to **Skills** outcomes and the **Fit and healthy** priority by addressing barriers to work, improving progression pathways and supporting workforce sustainability.

By strengthening the effective labour supply and improving progression into better-paid work, this Big Play also supports the **Good jobs** outcome, ensuring that economic growth translates into opportunity for residents.

Local Skills Improvement Plan

The alignment of the Local Skills Improvement Plan with this Local Growth Plan provides a crucial opportunity to ensure that the range of support for building skills for work and for in work skills are aligned to the needs of the economy, employers and learners. This in turn will provide industry with the skilled people it needs and pathways to good jobs, more earnings and prosperity for the people of Hull and East Yorkshire.

HEYCA is working closely with the Chamber of Commerce (Employers Representative Body) to ensure that the LSIP reflects the regional economic assessment and that the skills system is supported in a managed way to respond to the sector framework and economic opportunities and constraints it has identified in relation to labour market and skills.

In practice this will mean an ongoing close working relationship with employers and their representatives to build on the many strengths of the existing skills provision to curate and codesign a system which can provide differentiated support for:

- Growth-driving sectors - rapid workforce pipeline development and technology adoption skills
- Growth-potential sectors - capacity building and higher-level knowledge skills.
- Enabling sectors - modernisation, quality improvement and progression routes.

This segmentation approach will shape commissioning, curriculum design, employer engagement and learner pathways over time, creating a vital, value adding pivot that can play a key part in Hull and East Yorkshire's growth journey.

Ministerial Approval Required - Proposed shared priority: Skills and employment

Strengthen skills, participation and progression into good work, so residents can access and benefit from growth in Hull and East Yorkshire's priority sectors.

Addressing this will require government and Hull and East Yorkshire to work together to connect people to opportunity and ensure growth reaches the places and communities that need it most.

To achieve this, HEYCA and HMG will explore how to:

- Utilise local Get Britain Working plans, Local Skills Improvement Plans, and NHS plans to join up employment support, skills provision, health and place-based renewal at neighbourhood level, starting in priority communities
- test and scale integrated neighbourhood approaches that reduce barriers to work, improve progression and increase participation utilising existing funding streams
- strengthen pathways into priority sectors highlighted in the Local Growth Plan and Humber Economic Strategy by aligning skills provision with employer demand and sector needs, with progression built in
- support delivery models that better connect skills, employment and wider growth activity to inclusive outcomes with the region's Strategic Skills Plan

This would help ensure that economic growth and investment translate into higher participation, better progression and improved outcomes for people and places across Hull and East Yorkshire.

Big Play 4: Connecting and enabling growth



What this Big Play means

This Big Play sets out how the Combined Authority will use its convening role, devolved funding, and partnership working to remove the practical barriers that hold back investment, limit access to opportunity, and weaken the resilience of places and networks.

This means improving transport connectivity and reliability and working to secure greater investment in and coordination of flood defences, housing and the enabling infrastructure that underpins development, including utilities, digital connectivity and the right sites and premises.

Why it matters for Hull and East Yorkshire

Evidence from the Economic Evidence Base and the Stage 1 consultation shows that transport and connectivity constraints are consistently cited as a binding condition on growth with a strong emphasis on reliability, affordability and intra-regional access to jobs, learning and services. This is particularly the case for rural and coastal communities but also within some urban locations.

The evidence also shows that flood risk and climate resilience affect confidence and investment decisions, and that growth will require a stronger approach to infrastructure readiness, including housing delivery, sites and premises, and utility capacity.

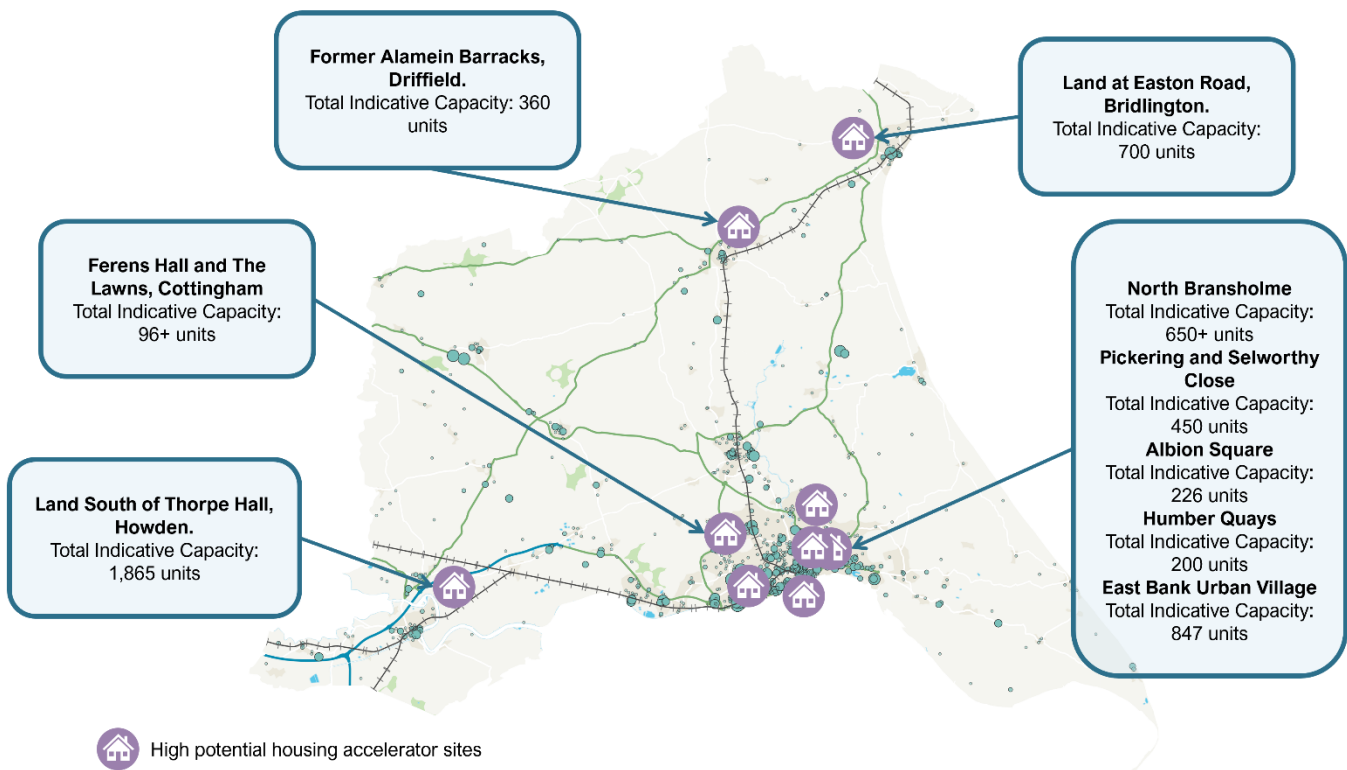
The natural environment is a key asset for Hull and East Yorkshire, providing eco-system services that attract talent, investment and visitors, and underpin key aspects of our land-based economy. Local nature recovery presents opportunities for a collaborative approach, with partners, communities and land managers working together, particularly at Humber scale to seek strategic solutions to growth related nature mitigation.

What will change

Over the next 10 years, this Big Play will support four practical shifts:

1. **Better everyday connectivity within Hull and East Yorkshire** so people can reach work, training, healthcare and town centres within reasonable time and cost, including from rural and coastal communities.
2. **Greater network reliability and resilience**, with a clear focus on corridors and assets that matter most to the economy and to communities.

3. **A more investable development environment**, where priority places have clearer routes through constraints such as access, utilities, flood risk, and deliverable sites and premises.
4. **More homes that support growth and inclusion**, with housing supply, quality and affordability treated as part of the enabling system for labour market participation, retention and healthier lives.



Where this Big Play will focus

This Big Play will focus on the infrastructure and enabling actions that unlock growth across the whole geography, with particular attention to:

- **Connections between neighbourhoods, towns and key employment and learning locations**, including market towns and coastal communities.
- **Strategic corridors and economic gateways**, including routes that support freight, logistics, and access to national markets, and the reliability of the network that residents and employers depend on day-to-day.

- **Places facing higher climate and flood vulnerability**, where resilience measures affect both economic confidence and long-term public value.
- **Housing markets and sub-markets where delivery and affordability pressures are shaping growth**, including areas of lower delivery and differing market dynamics across Hull, coastal communities, and parts of East Riding.

Investments

Growth Driving Investments

- Across the region, we will bring forward opportunities for over **5,400 new homes** through an accelerated housing pipeline, delivered via the Strategic Place Partnership. Priority sites include the East Bank Urban Village and Albion Square in Hull, alongside sites in Howden and Bridlington, with a wider range of locations assessed for high-potential growth impact and alignment with regional priorities.

Enabling Investments

- Through the launch of a feasibility study we will explore practical rail upgrades and new funding models for the **acceleration of rail improvements** across the region
- **Unlocking our road network** through delivery of a strategic programme of road improvements which serves to underpin key growth priorities
- We will seek to strengthen **deliverability of our housing pipeline** by securing funding for New Homes, Brownfield, Infrastructure and Land and other funding to accelerate and support the building of new homes for our communities
- Provide targeted investment for our **coastal communities**

Impacts

This Big Play focuses on the enabling conditions that underpin delivery across the economy, contributing to Gameplan priorities for a **Better Connected** region and more **Affordable homes**, by improving access to opportunity, unlocking housing delivery and strengthening the investability of places.

By addressing constraints related to transport, housing, utilities capacity, flood risk and site readiness, this Big Play also supports **Good jobs** outcomes indirectly, by enabling investment and improving access to employment across the area.

Ministerial Approval Required - Proposed shared priority: Transport

Improve the region's transport connectivity, with a particular focus on East-West travel and rail connectivity.

Addressing this will require government and Hull and East Yorkshire to explore a range of options to improve rail connectivity, reliability and quality of service.

To achieve this, HEYCA and HMG will explore how to:

- define and bring forward targeted upgrades that improve capacity, reliability and journey times on priority freight and passenger rail routes
- consider the role of emerging rail technologies such as battery power to enable improvements
- Consider improving service quality through timetable, capacity and operational changes on priority routes
- align national investment decisions with a clear, deliverable package of schemes and a joint evidence base
- integrate rail upgrades with local measures that improve access to stations, ports and employment areas
- explore phased rail and network interventions, including electrification where appropriate, that deliver early benefits and build toward longer-term upgrades

This would expand labour markets, strengthen links with major northern city regions and improve business connectivity and investor confidence.

Ministerial Approval Required - Proposed shared priority: Natural Environment

Improve the environmental and economic resilience of the region, ensuring that key growth sites, infrastructure and communities are resilient to flooding and that environmental constraints are managed strategically.

Addressing this will require government and Hull and East Yorkshire and partners across the Humber to work together to reduce delivery risk, improve certainty and enable timely investment.

To achieve this, HEYCA, HMG and partners across the Humber will explore how to:

- align flood and coastal resilience planning and investment with growth zones, infrastructure priorities and long-term climate adaptation needs
- provide clearer and more coordinated environmental requirements, including mitigation and nature recovery, to reduce uncertainty and delay
- improve evidence, data-sharing and governance for strategic decisions on land, infrastructure and resilience
- engage in the implementation of regional water system planning, to ensure a more coordinated and strategic approach
- coordinate national and local partners so environmental constraints are managed proactively, particularly on priority growth sites

This would enable faster delivery of key sites and infrastructure, strengthen investor confidence and improve long-term resilience for communities, businesses and nationally significant assets

Innovation as a driver of growth

Innovation is central to this Plan for growth. It is how Hull and East Yorkshire will secure higher value activity in the industrial sectors, and how the wider business base will raise productivity and resilience.

The evidence shows that innovation is a practical constraint. For our Growth Driving Sectors, uneven innovation activity and slow technology uptake limits competitiveness, value capture and the ability to scale. Across the wider economy the constraint is often the spread of proven tools and modern business practices across the wider economy, not a lack of ideas.

A strong focus on developing a place-based innovation eco-system, spanning frontier research and development through to commercialisation and the diffusion and adoption of proven technologies, is a way to connect and unite our business community in pursuit of growth and improvement.

Triple helix leadership and delivery

HEYCA will provide clear, place-based leadership on innovation through a triple helix approach, bringing together the Combined Authority, business, the University of Hull and other partners.

We will back innovation with additional investment and stronger coordination, aligning programmes and partners around our broader growth pipeline. We will deepen our strategic partnerships with academia, with a focus on the University of Hull and key regional innovation assets. We will also provide targeted business-facing support that is designed with employers, draws on what works in proven adoption-led programmes, and works closely with HEY companies and the SME Alliance.

Innovation that fits different sectors

Different parts of the economy need different types of innovation support. Some of the strongest growth opportunities rely on frontier R&D, demonstration and commercialisation, particularly where new technologies and new markets are emerging. Other opportunities depend on faster diffusion and adoption, helping more firms to raise productivity through digital tools, automation, data, and modern operating practices.

This Plan recognizes three connected forms of innovation activity:

- **R&D and demonstration**, building investable projects linked to clean energy, industrial decarbonisation and technology-enabled production.
- **Commercialisation and scale-up**, strengthening the pipeline from research to products, services and new ventures, and improving access to the support and finance that allows firms to grow.

- **Diffusion and adoption**, accelerating the take-up of proven technologies and practices across firms and supply chains, including in sectors where productivity is constrained by capability and technology uptake.

This ensures innovation is not treated as a narrow agenda for a small number of R&D-intensive businesses. It is positioned as a practical route to higher productivity across the economy.

Connecting local firms to growth-driving sectors

A key opportunity for Hull and East Yorkshire is to use innovation to deepen local supply chains and increase spillovers from the growth-driving industrial sectors into the wider economy. This means creating clearer routes for local SMEs to connect into energy, manufacturing, ports and logistics, and agri-food value chains through challenge-led programmes, brokerage and targeted adoption support.

By improving technology capability in smaller firms, we will help more local businesses meet the standards required in high-value supply chains and compete for new work. Over time, this will grow the base of local firms able to innovate, adopt and scale, supporting stronger local value capture and resilience.

Innovation therefore strengthens Big Play 1 by accelerating higher value industrial growth, and strengthens Big Play 2 by raising productivity and adoption across the wider business base. It also supports the enabling work set out in Big Plays 3 and 4 by ensuring people and infrastructure interventions are designed to support innovation-led delivery.

Supporting national growth, securing national investment

This Local Growth Plan is firmly aligned with the UK Government's national economic priorities and industrial strategies. Our four Big Plays directly support the ambitions of the UK Industrial Strategy to drive productivity, strengthen advanced manufacturing, accelerate the clean energy transition and increase regional investment. Hull and East Yorkshire's strengths in energy, ports and logistics, manufacturing and agri-food position the region as a nationally significant contributor to industrial decarbonisation, energy security and export growth.

Through Big Play 1: Powering our Industrial Future, we support national priorities around clean power, offshore wind, hydrogen, carbon capture and advanced manufacturing. Our role within the Humber industrial cluster and Freeport programme aligns with Government ambitions to unlock private investment and strengthen globally competitive industrial regions.

Big Play 2: Backing Local Business reflects the Government's Plan for SMEs, with a focus on improving access to finance, strengthening supply chains, supporting innovation adoption and increasing export capability. The establishment of the Hull and East Yorkshire SME

Alliance and improved routes to investment readiness are designed to complement national Business Growth Service reforms and UK Export Finance support.

Our approach to skills and labour market participation supports national ambitions to reduce economic inactivity and align technical education with priority sectors, while our infrastructure and housing plans reinforce national commitments to connectivity, resilience and place-based growth.

Hull and East Yorkshire offers a compelling proposition for investors aligned with national missions. Key strategic partners and investment platforms include:

- National Wealth Fund (NWF) – supporting clean energy and industrial transformation
- The Crown Estate – offshore wind leasing and marine development
- Great British Energy (GB Energy) – accelerating renewable energy deployment
- Humber Freeport – tax and customs incentives for trade and manufacturing
- UK Infrastructure Bank and wider national infrastructure investment programmes

Through alignment with national strategy and strong local delivery capacity, Hull and East Yorkshire is ready to mobilise public and private investment at scale.

Part B:

Evidence and

choices

How the economy is changing and where value is created

A clear evidence base for long-term growth

This Local Growth Plan is grounded in a detailed assessment of Hull and East Yorkshire's economy, how it functions today, and how it is expected to change over the next decade. The evidence has been used to understand where economic activity takes place, how value is created, and what conditions will need to shift if productivity, pay and living standards are to improve.

Hull and East Yorkshire is a medium-sized economy with a population of **631,285 people** and annual economic output of **£15.4 billion**. While this represents a substantial economic base, overall performance indicators show a persistent gap with national and leading regional benchmarks. Output per head is **£25,495**, compared with a UK average of **£33,646**, and productivity, measured as gross value added per hour worked, is **£30.70**, compared with **£37.90** nationally. Median weekly earnings are **£579 in Hull** and **£607 in the East Riding**, compared with a UK median of **£640**.

These figures point to a clear conclusion. The central economic challenge for Hull and East Yorkshire is not participation alone, but the value created per job and per hour worked. Future prosperity will depend on raising productivity and supporting access to better-paid work across the area.

	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%

Source: Metro Dynamics analysis of Regional GVA and productivity estimates, Population Estimates, Annual Survey of Hours and Earnings, Annual Population Survey, ONS

The evidence identifies a set of core conditions that underpin economic performance and resilience. These include the supply of commercial space, labour market participation and skills, access to export markets, business investment and finance, transport connectivity, digital infrastructure, and the ability of firms to adopt new technologies and practices.

Taken together, these conditions explain why some parts of the economy perform strongly while others struggle to grow or to generate higher wages. They also provide a disciplined framework for making choices about where public action can have the greatest impact.

An industrial economy with distinctive strengths

The structure of the economy is one of Hull and East Yorkshire's defining assets. Manufacturing plays a far larger role here than in the national economy, accounting for **20.1 percent of total gross value added**, compared with **9.2 percent nationally**. Around **39,880 people** are employed in manufacturing, representing **15.2 percent of all jobs** in the area. Manufacturing activity generates approximately **£3.1 billion of gross value added** each year.

Within this broad base sit a number of high-value activities, including chemicals, pharmaceuticals and advanced manufacturing, which generate significantly higher output per worker than many service sectors. Alongside this, the area benefits from nationally significant logistics and port assets that connect local firms into domestic and international supply chains and support a large volume of tradeable activity.

This industrial profile means Hull and East Yorkshire already competes in national and global markets. However, the evidence also shows that the area does not consistently capture the full value associated with these activities. Export participation is relatively strong, but overall export value remains modest. Exports account for **13.0 percent of total output**, and **around 4.0 percent of businesses** are exporters. Levels of economic complexity are lower than in higher-performing regions, indicating scope to diversify activity and move into higher-value products and services.

In practice, this points to a need to support firms not only to grow in scale, but to upgrade capability, invest in productivity-enhancing technologies, and strengthen their position within supply chains.

A place economy with uneven access to opportunity

Economic performance in Hull and East Yorkshire is shaped by a complex internal geography. Hull functions as the core labour market and economic centre, with a concentration of employment, infrastructure and higher-value activity. Surrounding this are a network of towns, industrial locations, rural areas and coastal communities, each with different economic roles and challenges.

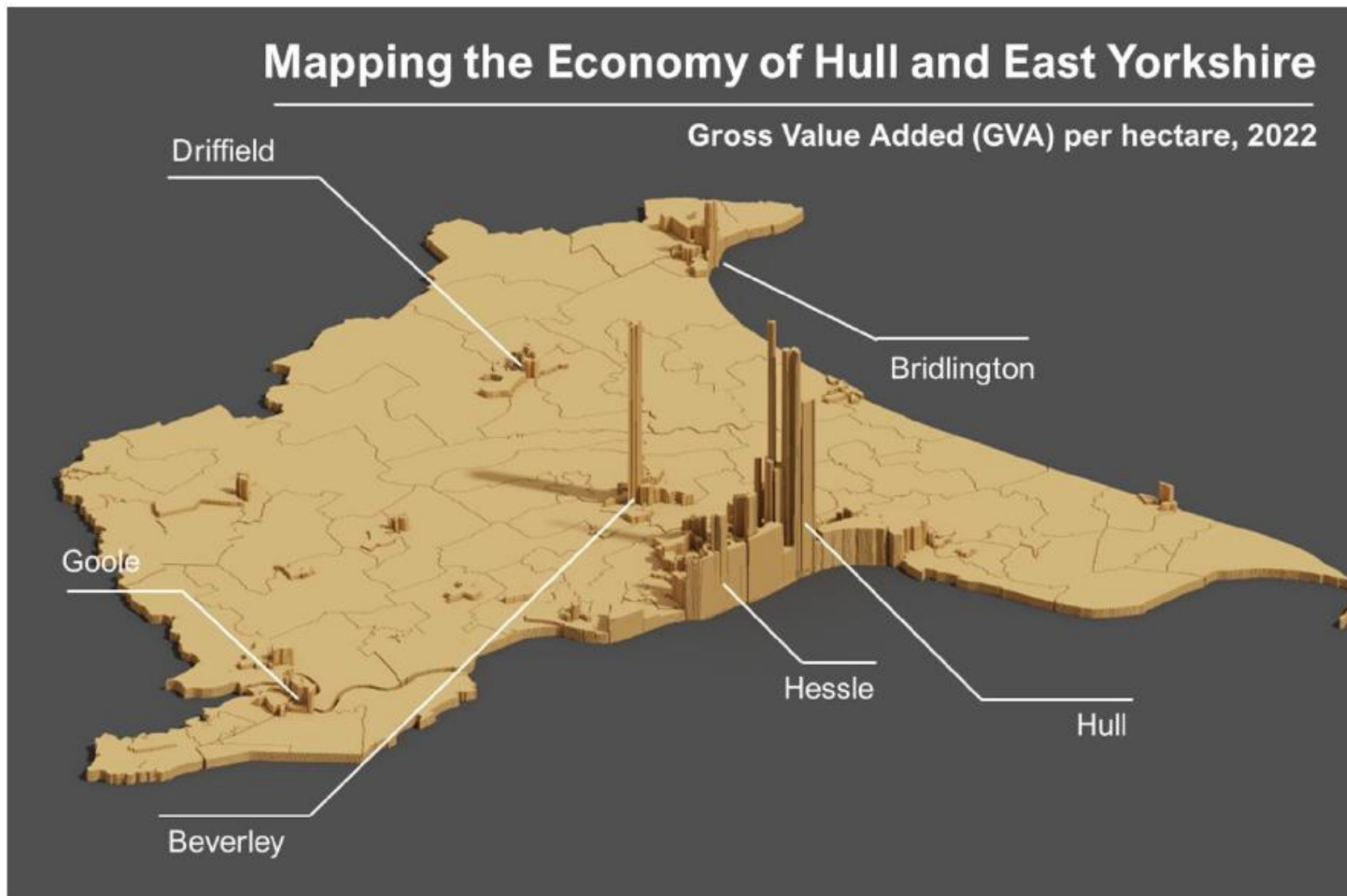
The evidence highlights sharp contrasts within this geography. Hull remains one of the most deprived local authorities in England according to the latest Index of Multiple Deprivation 2025. Based on overall IMD average scores, Hull is ranked 6th most deprived out of 153 upper-tier local authorities nationally, with a substantial proportion of its neighbourhoods falling into the highest deprivation categories. Around half of Hull's small neighbourhood areas (LSOAs) - approximately 52 % are among the 20 % most deprived areas in England, including many in the top 10 % most deprived, reflecting persistent socio-economic challenges relative to the rest of the country.

In contrast, the East Riding of Yorkshire features lower deprivation levels relative to the national picture, with many areas ranking better (less deprived) than the England average. However, some pockets within the East Riding experience socio-economic challenges – particularly in parts of coastal and rural communities where access to services and employment can be limited.

These differences matter for growth and delivery. Opportunities exist across the area, but the constraints that limit growth vary by place. In some locations, skills shortages and poor connectivity restrict access to higher-value employment. In others, flood risk, land availability or infrastructure capacity affect the viability and timing of development. The Local Growth Plan therefore needs to respond to an interconnected but uneven place economy, with tailored approaches rather than uniform solutions.

Mapping the Economy of Hull and East Yorkshire

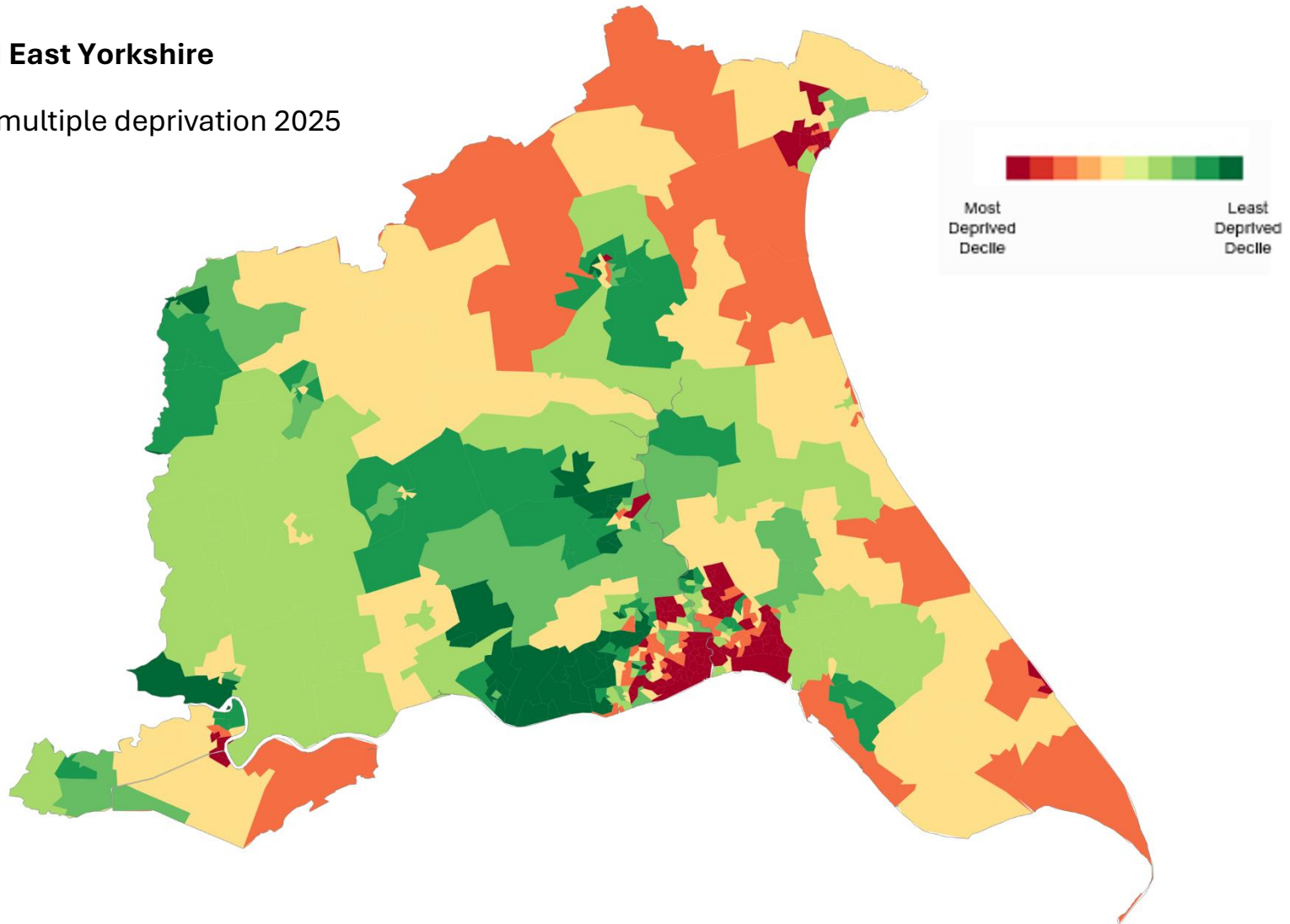
Gross Value Added (GVA) per hectare, 2022



Source: Metro Dynamics analysis of ONS Small area gross value added estimates

Hull and East Yorkshire

Index of multiple deprivation 2025



How the economy is changing

The evidence points to several structural shifts that will shape economic performance over the next decade.

First, Hull and East Yorkshire is entering a new phase of industrial change. The area has assets and capabilities that position it to play a national role in emerging energy systems, advanced manufacturing and large-scale industrial processes. The opportunity is not simply to host activity, but to anchor supply chains, deepen manufacturing capability and increase the share of high-value work that takes place locally. Achieving this will depend on sustained investment, workforce capability and a focus on productivity and resilience within existing industries.

Second, wider changes in trade, technology and production methods will place new demands on businesses. Automation, digitalisation and shifting supply chains will reward firms that are able to adapt quickly and invest in better processes. The evidence highlights persistent gaps in management capability, technology adoption and access to finance, particularly among small and medium-sized enterprises. Improving these fundamentals is central to raising productivity across the economy, not just within a small number of high-growth firms.

Third, labour market dynamics will become increasingly important. While overall employment levels are relatively high, there are clear challenges around skills attainment, progression and job quality. The proportion of residents qualified to higher levels remains below the national average, and there are significant differences between Hull and the East Riding. Demographic projections show that the working-age population is expected to fall by around 4% by 2043, while the number of older residents increases. This will place greater emphasis on retaining talent, supporting progression from lower-paid work, and enabling more people to participate fully in the labour market.

Finally, growth will depend on the strength of enabling infrastructure. Transport connectivity shapes access to jobs, education and markets, particularly for rural and coastal communities. The supply and quality of commercial space affects business expansion and inward investment. Utilities capacity, digital connectivity and flood resilience influence long-term deliverability and confidence. These factors do not create growth on their own, but without them, growth in priority sectors will be constrained or uneven.

What this means for our choices

Taken together, the evidence does not point to a single intervention or short-term fix. It does, however, provide a clear direction of travel. Raising productivity and living standards in Hull and East Yorkshire will require a focused approach that builds on industrial strengths,

supports business upgrading, improves access to skills and good work, and addresses the conditions that enable investment and opportunity across different places.

These conclusions underpin the four Big Plays set out in Part A. They reflect deliberate choices about where public action can unlock the greatest economic benefit and provide a clear, evidence-led foundation for the delivery approach set out later in this Plan.

Geography of the economy

Hull and East Yorkshire as a functional place economy

Hull and East Yorkshire operate as a single, interconnected place economy shaped by shared labour markets, infrastructure networks, land use patterns and industrial systems. Economic activity, commuting flows and supply chains cut across administrative boundaries, with Hull functioning as the primary urban and employment centre and the East Riding providing a wider geography of towns, industrial locations, rural areas and coastal communities that are economically interdependent but face different constraints.

The evidence shows strong functional relationships between Hull and surrounding areas. These include commuting into the city for employment, the use of shared strategic transport corridors, and integrated industrial and logistics activity linked to the Humber estuary and port complex. Energy generation and distribution systems, utilities infrastructure and strategic sites are distributed across the region. This means that economic performance and growth capacity cannot be understood, or addressed, solely at a local level; decisions taken in one part of the area have direct implications on others.

At the same time, the geography of the economy is highly differentiated. Levels of productivity, earnings, skills, deprivation and access to opportunity vary significantly across Hull and East Yorkshire. These spatial differences shape where value is created, where growth can be unlocked, and where targeted intervention is needed to ensure that more people and places benefit from economic change.

Hull as the economic core and labour market anchor

Hull plays a central role in the functioning of the wider economy. It contains the largest concentration of jobs, economic output and public infrastructure, and acts as the main labour market hub for the Combined Authority area. Many higher-value activities, key public services, education and training provision, and strategic transport and energy assets are located in or adjacent to the city. Hull therefore provides access to employment and services for residents across the East Riding as well as for those living within the city itself.

The evidence also highlights the scale of challenge within Hull. The city experiences very high levels of deprivation and economic inactivity relative to national benchmarks, alongside lower average earnings and skills attainment. This combination creates a dual dynamic. Hull

is essential to regional productivity and growth, but it is also the place where barriers to participation, progression and good work are most acute. Without addressing these barriers, growth risks being constrained by labour supply and risks reinforcing existing inequalities.

Infrastructure capacity within and around Hull is also a critical factor. Energy evidence shows that electricity demand and generation constraints are particularly acute in parts of the Hull area. At a grid level, the Hull East service area is identified as constrained at Bulk Supply Point and Grid Supply Point level, limiting capacity for significant additional demand associated with industrial growth. This is especially relevant given the concentration of energy-intensive and industrial activity in and around the city. Planned upgrades at Saltend North and Creyke Beck Grid Supply Points are therefore of system-wide importance for future growth capacity.

Towns as centres of connection

Beyond Hull, the economy is structured around a network of towns, industrial locations and strategic corridors host a significant proportion of the area's industrial and tradeable activity and play a critical role in connecting production to markets and labour.

Across Hull and East Yorkshire, towns play a vital and distinctive economic role, complementing the scale and intensity of activity in the city while sustaining employment, services and community life across a wider geography. They function as important retail and service centres, with high streets acting as visible economic and social anchors within their communities, supporting accessible jobs, local supply chains and everyday participation in the economy. Many towns also host significant employment in manufacturing, logistics, health, education and public services, contributing to the resilience and diversity of the regional economy.

Beyond their current role, towns are central to the region's future growth, inclusion and sustainability. As historic market locations and long-standing centres of transport, social and business connectivity, they provide natural focal points for regeneration, sustainable housing development and investment in local infrastructure. Strengthening high streets and town centres as community economic hubs, improving connections to employment and services, and enabling high-quality, sustainable housing growth will expand labour market reach and help ensure that prosperity is shared more evenly across urban, rural and coastal communities.

In this way, towns act not only as places of heritage and identity, but as practical economic connectors that translate strategic investment into vibrant, resilient places across Hull and East Yorkshire.

Rural and coastal economies

A substantial proportion of Hull and East Yorkshire is rural, with a dispersed settlement pattern and a mix of agricultural, energy, tourism and small-scale industrial activity. Rural

areas make an important contribution to the economy through food production, retail and visitor economy services, energy generation and supply chains linked to urban and industrial centres. They also provide land and locations for infrastructure that serves the wider region.

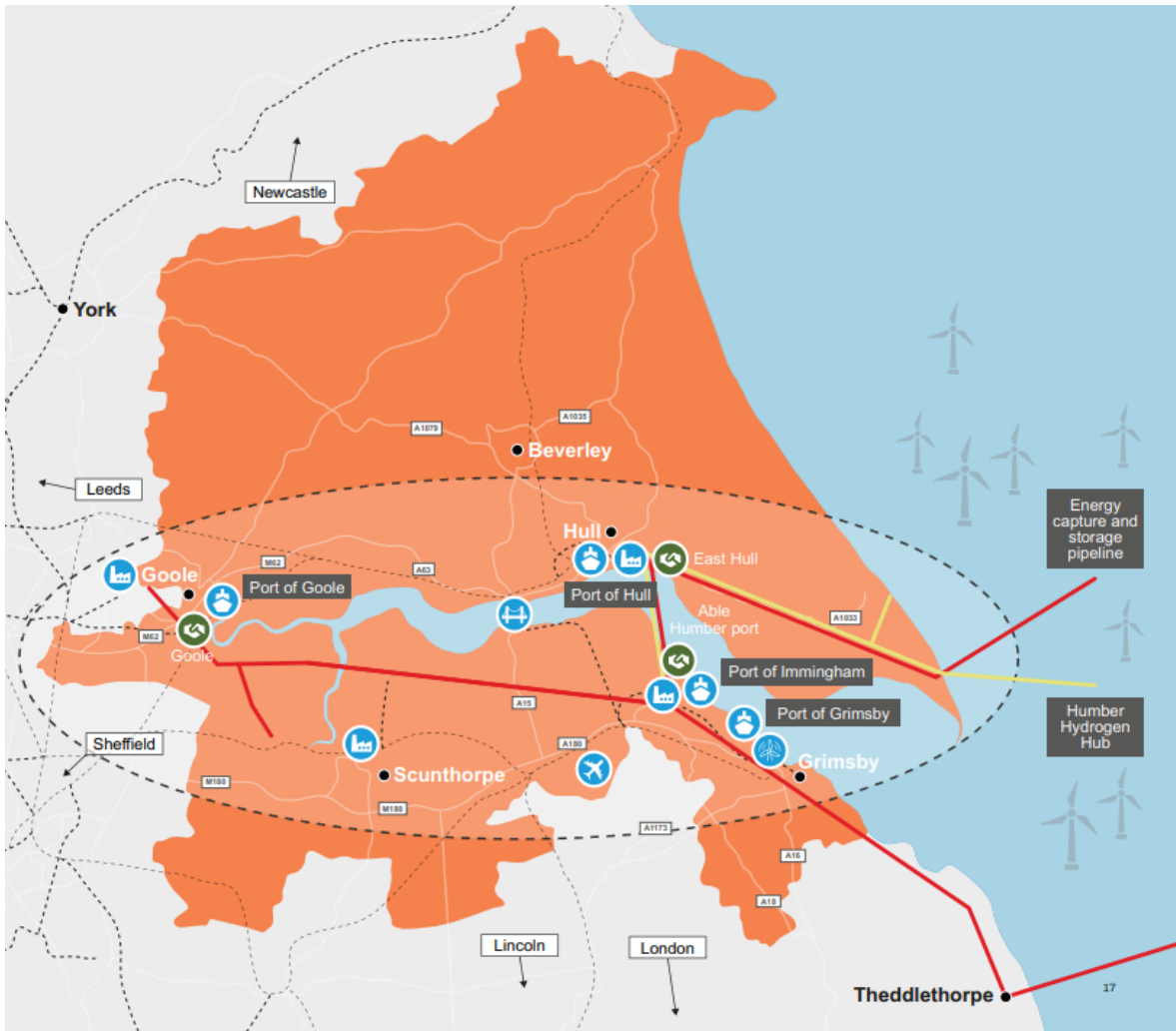
The evidence shows that rural and coastal communities face distinctive challenges. Transport connectivity is more variable, access to services and skills provision can be limited, and distances to employment centres are greater. Energy evidence highlights that many rural areas in the East Riding have a very high proportion of properties not connected to the gas network. This has implications for household costs, resilience and future infrastructure investment needs.

Coastal areas face additional pressures linked to environmental risk and the long-term resilience of settlements and infrastructure. These factors shape not only economic potential, but also the feasibility, timing and cost of development. As with urban areas, these challenges do not imply a lack of opportunity, but they do require a place-sensitive approach that reflects different starting points and constraints.

The Humber context and shared opportunity

Hull and East Yorkshire sits on the north bank of the Humber estuary, one of the UK's most nationally significant industrial, energy and trading geographies. The Humber is evolving from a traditional maritime and manufacturing base into a globally important centre for clean energy, industrial decarbonisation, advanced manufacturing and international trade, with the potential to make a major contribution to national productivity, energy security and net zero delivery.

This transformation is already underway. The Humber hosts the UK's busiest port complex, substantial manufacturing employment and major energy generation and conversion assets, alongside the capacity to meet a significant share of future national energy demand and unlock billions of pounds of private investment linked to the energy transition. These characteristics mean growth in Hull and East Yorkshire cannot be understood in isolation. It is intrinsically linked to the wider Humber industrial cluster, its supply chains and its environmental system.



Map showing the Humber Industrial Growth Corridor (source: Humber Economic Strategy 2025-35)

Sector Framework

This Local Growth Plan uses a clear and exhaustive sector framework to organise the economic evidence and guide strategic choices. The framework has been developed through a detailed assessment of the current structure of the economy, including sector size and specialisation, productivity and earnings, business composition, investment and export activity, and the geography of employment and assets. It draws most heavily on the regional economic assessment and sector deep dives, and is informed by wider evidence on skills, infrastructure, land use, energy systems and consultation feedback.

The purpose of the framework is not to label every sector as a priority or to suggest that growth will occur in only a narrow part of the economy. Instead, it is used to distinguish

between sectors that are expected to drive growth most directly in the period ahead, sectors that have credible potential to expand and upgrade over time, and sectors that enable participation, resilience and place outcomes across the economy. This distinction reflects how different parts of the economy contribute to productivity, pay and inclusive growth, and how public action can most effectively support them.

The framework also provides a consistent structure for linking economic evidence to place and delivery. It enables the Plan to connect sector opportunity with the geography of the economy, to identify the binding constraints that limit growth in different sectors and locations, and to make clear and defensible choices about focus and sequencing. Used in this way, the sector framework underpins the Big Plays in Part A and provides a disciplined foundation for the delivery approach set out later in the Plan.

Local Growth Plan Sector framework

Growth Driving sectors are the parts of the economy where the evidence shows the strongest and most immediate potential to raise productivity, support higher-value employment and strengthen Hull and East Yorkshire's role in national and international markets. These sectors form the core focus of the Plan and will anchor investment and delivery. For Hull and East Yorkshire, the Growth Driving sectors are:

- Ports and logistics
- Energy
- Manufacturing
- Agri-food and agri-tech

For the purposes of this Plan, **life sciences activity and defence-related activity are treated as integral components of the manufacturing sector**, reflecting how these activities operate locally and how they connect into wider industrial supply chains.

Growth Potential sectors are those where the evidence points to realistic opportunities for expansion, diversification and upgrading, but where they are not being positioned as the primary engines of growth in the same way as the Growth Driving sectors. These sectors are important to the longer-term evolution of the economy and to increasing the share of higher-value activity over time and are considered both in their own right and for the way they contribute to productivity, innovation adoption and business formation across the wider economy. Growth Potential sectors include:

- Digital and technologies
- Professional and business services
- Financial services
- Creative industries
- Construction
- Culture and the Visitor Economy

Growth Enabling sectors are the foundational parts of the economy that support employment, participation and day-to-day economic functioning, and that set the conditions for growth in other sectors. They employ large numbers of residents, shape place-based outcomes, and are critical to inclusive growth and resilience. Growth Enabling sectors in this Plan include:

- Health and social care
- Education and skills provision
- Retail and wholesale
- Public administration and public services
- Utilities and other local services
- Transport activities outside ports and maritime logistics
- Real estate

Sector analysis and opportunity

How to read the sector analysis

This section applies the agreed sector framework to explain where growth in Hull and East Yorkshire is most likely to come from, how value is created across different parts of the economy, and what the evidence suggests is holding that growth back. It is not a prioritisation of projects or a statement of policy commitments. Instead, it provides a structured interpretation of the evidence, intended to support clear and defensible choices later in the Plan.

The analysis draws on quantitative evidence on employment, productivity, investment and spatial concentration, alongside qualitative insight from engagement with businesses, workers and institutions. This reflects the reality that sectors are shaped not only by economic indicators, but also by confidence, expectations and lived experience. The intention is to describe sectors as they are today, and as those within them see them evolving, rather than to present an abstract or idealised picture.

Growth Driving sectors

The evidence identifies four Growth Driving sectors that already form the backbone of Hull and East Yorkshire's economy and are most likely to generate near- to medium-term gains in productivity, pay and resilience. These sectors are strongly rooted in the area's geography, infrastructure and skills base, and connect the local economy to national and international markets.

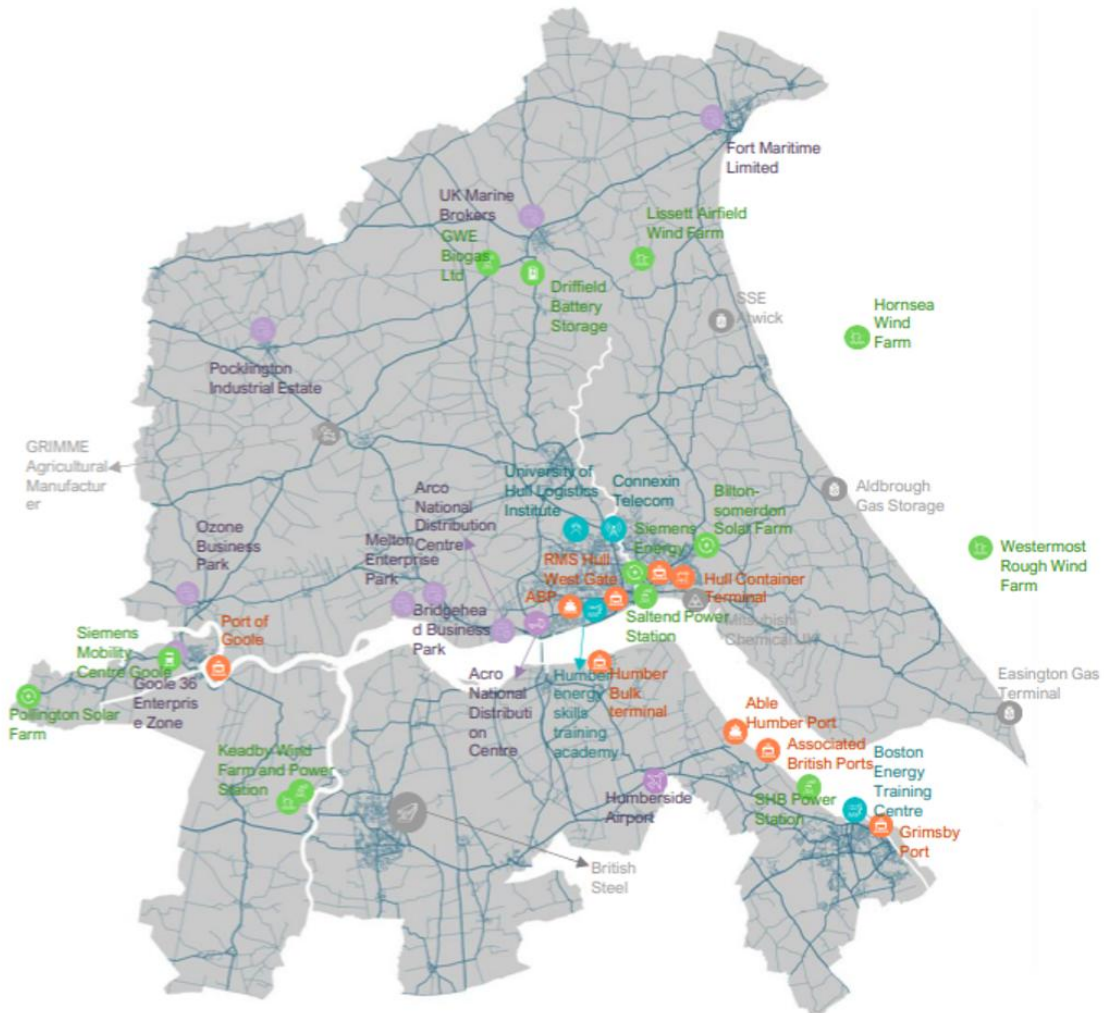
Ports and logistics

Ports and logistics are one of the most distinctive and strategically important sectors in Hull and East Yorkshire. As part of the wider Humber ports complex, the area plays a critical role in the movement of goods into and out of the UK, supporting trade, industrial supply chains and energy systems. The sector provides a large number of direct jobs and underpins activity across manufacturing, energy and agri-food through freight handling, storage and distribution.

The evidence shows that activity is concentrated around Hull and along key transport corridors, with strong spatial links to industrial land, energy infrastructure and strategic road and rail routes. Productivity in parts of the sector is relatively high, reflecting its capital-intensive nature, although performance varies across different activities within the logistics value chain.

People working in ports and logistics consistently point to both opportunity and constraint. There is confidence in the long-term role of the Humber as a national gateway, but also

concern about congestion, land availability, skills supply and the capacity of connecting infrastructure. The evidence suggests that ports and logistics will remain a growth driver, but one whose performance depends heavily on coordinated action across infrastructure, skills and planning systems.

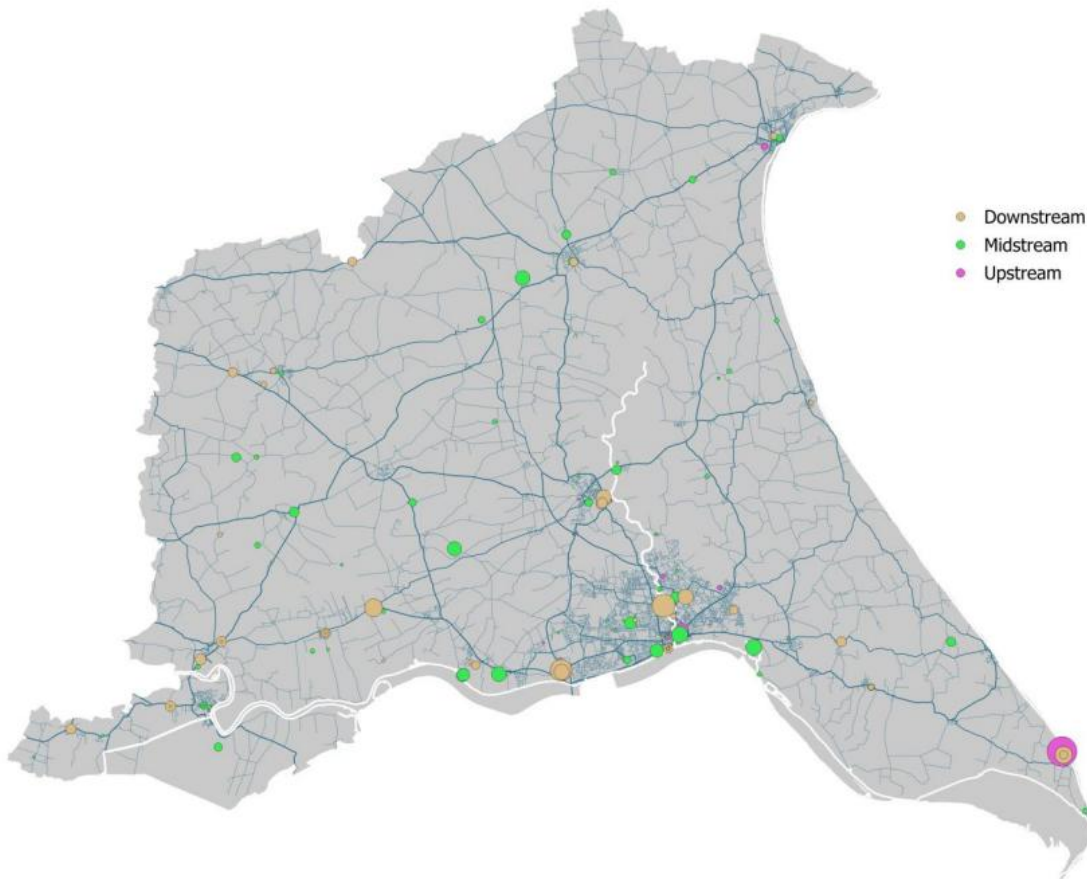


Energy

The **energy** sector is central to the current and future economic role of Hull and East Yorkshire. The area already hosts a substantial concentration of energy generation and conversion activity, including onshore and offshore wind, biomass, solar and advanced conversion technologies, alongside emerging activity linked to storage and system balancing. These assets are geographically distributed, often in locations that directly serve industrial users and national networks.

The evidence highlights strong interdependencies between energy, manufacturing, construction and professional services. Energy systems shape the feasibility, cost and timing of industrial growth, and there is clear potential for expansion where generation, networks and flexibility can support new demand.

At the same time, constraints are acute. Network capacity is already under pressure in parts of the area, with limited headroom at key substations and grid supply points. Without timely reinforcement and coordination, these constraints risk limiting both new energy projects and wider economic growth. Sector stakeholders recognise the scale of opportunity but emphasise the need for long-term system planning, skills development and coordination across institutions.



Manufacturing

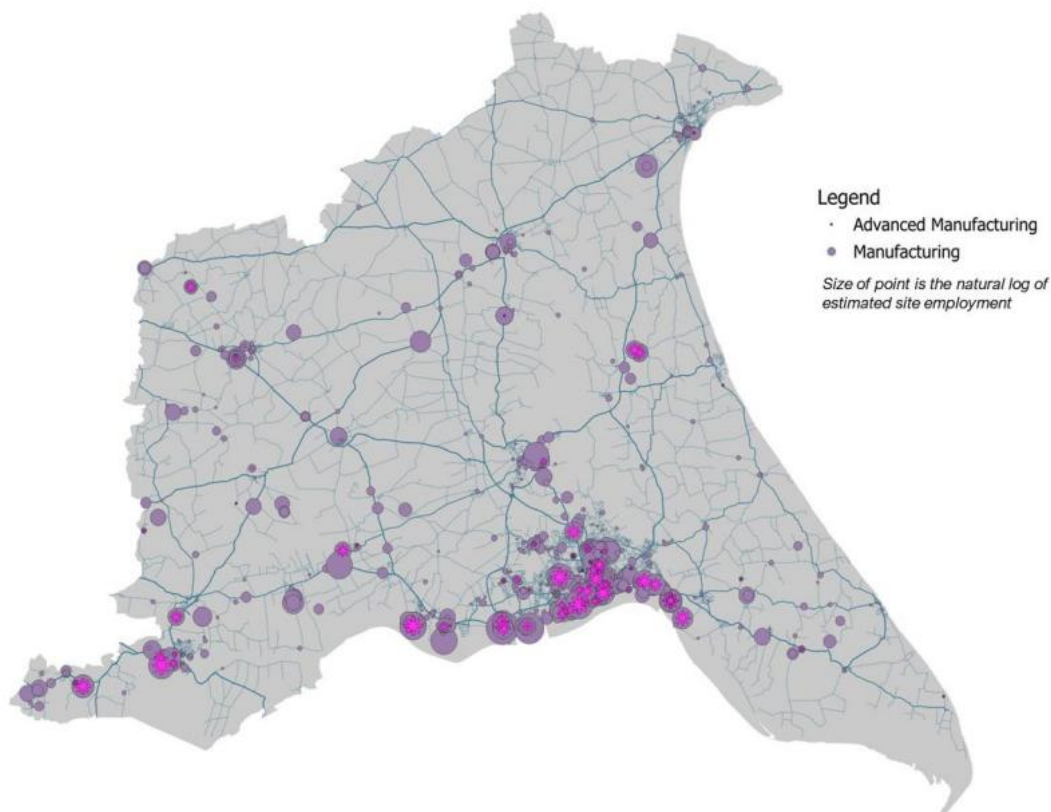
Manufacturing remains a cornerstone of the Hull and East Yorkshire economy and one of its most distinctive features. The sector accounts for a significantly higher share of employment and output locally than nationally and includes a diverse mix of activities spanning advanced

and digital manufacturing, food processing, chemicals, pharmaceuticals, defence-related manufacturing and life sciences manufacturing.

Productivity varies widely across manufacturing sub-sectors, with some activities generating very high levels of value per job. The evidence highlights the importance of supply chains that connect local firms to national and international markets, and the role of anchor employers in shaping investment and skills demand.

For the purposes of this Plan, **life sciences manufacturing** and **defence-related manufacturing** are treated as integral components of the manufacturing sector. This reflects how these activities operate locally, drawing on shared skills, infrastructure and facilities, and how they connect into wider industrial systems.

The evidence suggests that future growth in manufacturing will depend less on expanding capacity alone and more on upgrading processes, products and skills. Businesses point to challenges around skilled labour, technology adoption and the availability of suitable industrial space. At the same time, there is a strong sense of ambition, with firms seeking to move into higher-value activity, strengthen supply chains and invest for the long term where conditions allow.

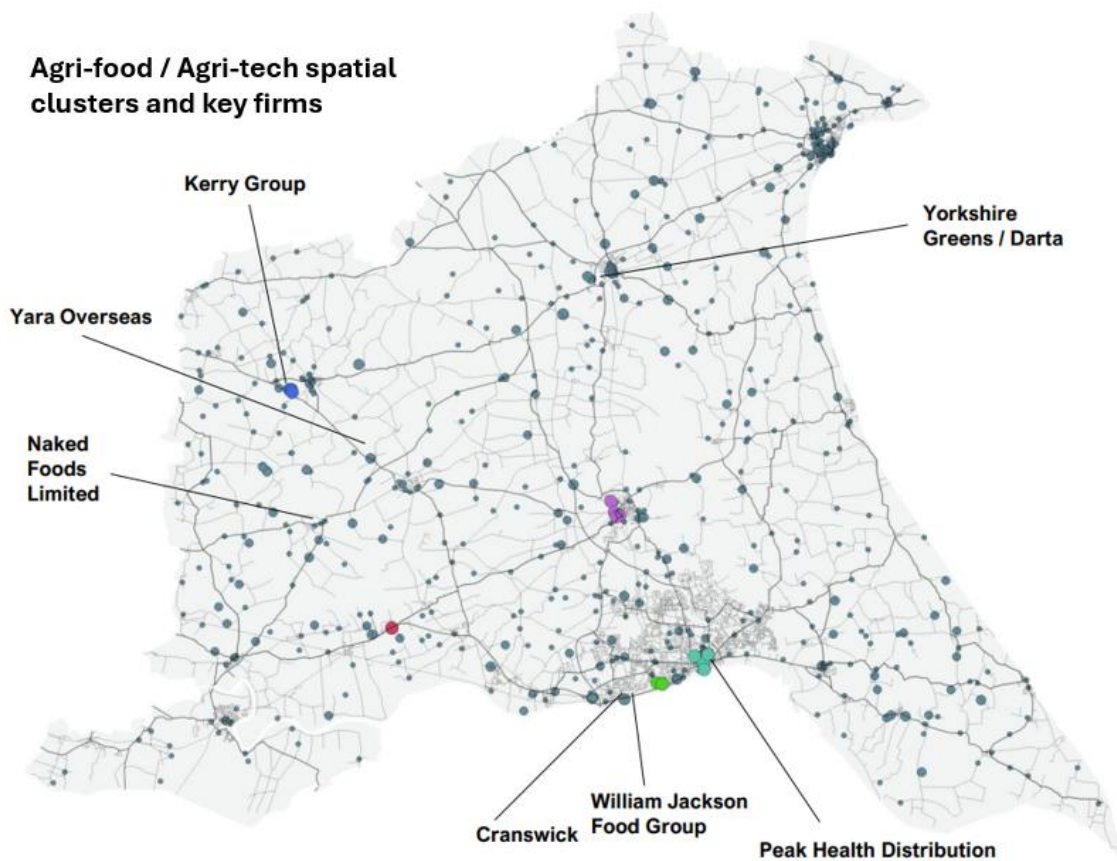


Agri-food and agri-tech

Agri-food and agri-tech plays a critical role in Hull and East Yorkshire, reflecting the area's rural geography, strong agricultural base and established processing activity. The sector spans primary production, processing, logistics and emerging technology-led activity, connecting rural areas directly into national supply chains.

The evidence shows that agri-food is a significant source of employment and economic resilience, particularly in rural and coastal communities. Productivity varies across the sector, with clear opportunities for improvement through technology adoption, skills development and better integration across the value chain.

Stakeholders highlight both opportunity and pressure. There is growing interest in agri-tech, data-driven production and more efficient processing, alongside concern about labour availability, infrastructure capacity and exposure to external shocks. The evidence suggests that agri-food and agri-tech will continue to act as a growth driver where innovation, skills and infrastructure investment are aligned with the realities of the sector and its geography.



Growth Potential sectors

In addition to the Growth Driving sectors, the evidence identifies a group of **Growth Potential sectors** that are important to the longer-term evolution of the economy. These sectors are not positioned as the main engines of growth in this iteration of the Plan, but they play a crucial role in diversification, upgrading and increasing the share of higher-value activity over time. These sectors are:

- Digital & technologies
- Construction
- Culture and the Visitor Economy
- Professional & business services
- Financial services
- Creative Industries

Digital and technologies sectors underpin productivity growth across the economy. While the sector is smaller locally than in some comparator areas, the evidence shows growing activity and strong cross-sector demand.

Each of the growth driving sectors require new technologies and digitisation to deliver productivity improvements and to retain competitiveness and market position. For example:

- Across agriculture and food manufacturing, there is scope to accelerate the adoption of automation, robotics, data, and digital tools to improve productivity, resilience, and environmental performance. This includes modernising production processes, precision farming, and new approaches to crop and livestock management.
- In manufacturing, accelerated technology adoption within existing firms. This will enable productivity improvements, safeguard competitiveness, and help businesses maintain or expand their market position.
- In ports and logistics there is strong potential to accelerate productivity growth through digitalisation and automation, driven by increasing demand for data-rich, tech-enabled supply chains.
- In energy, Siemens Gamesa's presence provides a strong and there is growing demand for blade recycling, next-generation materials, robotics and AI-enabled maintenance.

Digital and technology capability is also a critical driver of productivity growth across the whole Hull and East Yorkshire economy.

Supporting businesses in every sector to adopt digital tools, data-driven processes, automation and artificial intelligence will improve efficiency, enable innovation and strengthen competitiveness in national and global markets. This includes accelerating digital adoption in foundational sectors and creating stronger local demand for digital innovation and services.

Building a stronger innovation ecosystem with the University of Hull

Innovation is central to raising productivity, attracting investment and enabling long-term economic resilience in Hull and East Yorkshire. Yet current innovation activity lags regional and national performance, with fewer innovation-active firms, lower levels of internal research and development, limited spin-out activity and relatively low success in securing national innovation funding.

Strengthening the region's innovation ecosystem is therefore essential to unlocking growth across priority sectors and improving access to higher-value opportunities for local businesses and communities.

The Combined Authority will work in partnership with the University of Hull and industry to deliver a coordinated, triple-helix innovation programme that connects research excellence, business capability and public investment. This builds on the region's emerging clean-energy innovation cluster and collaborative governance model, bringing together universities, industry partners and public institutions to accelerate technology development, commercialisation and skills creation.

Through this joint programme, partners will:

- strengthen the regional innovation ecosystem and investment infrastructure, making it easier for businesses and investors to navigate support and scale new ideas
- support local firms to access and win national research and development and innovation funding, increasing the region's share of competitive investment i.e. this is just as much about investment readiness/bid development support as it is about innovation support)
- expand translational research, testbeds and demonstrators across energy, manufacturing, life sciences, agritech and smart logistics
- improve opportunities for local digital and technology firms to secure research, development and deployment activity within regional programmes and supply chains
- connect skills, workforce development, business investment and enterprise support to emerging innovation-led sectors

Together, these investments will accelerate collaboration between research, industry and place, enabling Hull and East Yorkshire to convert innovation strength into productivity growth, high-quality

Construction

Construction plays a fundamental role in shaping the economic and physical landscape of Hull and East Yorkshire, supporting housing delivery, infrastructure renewal, commercial development and regeneration.

The sector provides substantial employment across a wide variety of occupations and skill levels, offering accessible entry routes into work alongside opportunities for technical and professional progression. Its activity is closely linked to the availability of skilled labour, the suitability of development sites and premises, and the strength of local supply chains, all of which influence productivity, resilience and the retention of economic value is retained within the regional economy.

The quality, stability and progression of employment within the construction sector have a direct bearing on participation, household income and long-term resilience, reinforcing its importance in sustaining prosperity. Strengthening workforce capability, improving pathways for advancement and supporting innovation in working practices all contribute to the sector's ability to sustain economic momentum.

Recognising construction in this way highlights its central contribution to place development, opportunity creation and the long-term competitiveness of the regional economy.

Culture and the visitor economy

Culture and the visitor economy are central to sustaining and reinforcing Hull and East Yorkshire's identity.

The sector supports a significant volume of employment across a diverse range of businesses and organisations, from independent venues, such as The Adelphi Club, and social and cultural institutions, such as the Ferens Art Gallery, to major attractions including our coastal towns, Bridlington and Hornsea and Withernsea, and events such as Beverley races.

The contribution from our cultural and visitor economy assets extends beyond direct economic output. These sectors contribute to place attractiveness, talent retention and wider investment confidence across Hull and East Yorkshire. They provide employment at scale and across a breadth of locations, which means that even modest improvements in performance can generate meaningful economic and social impact across our region. A strong cultural and visitor economy also reinforces civic pride and the amplifies the distinctiveness of urban, rural and coastal communities. The role of sport is a key Mayoral priority which can make an economic contribution. For example, occasions such as the planned Lloyds British Cycling Event can generate a growth in volunteering and labour market participation, increased footfall and spending within the region.

Recognising the importance of these factors underscores the role of leisure, hospitality, tourism and culture in supporting prosperity, year-round economic activity and the continued confidence of communities across the region.

Professional and business services

Professional and business services support upgrading across the economy, providing expertise in management, engineering, design, legal and commercial services. Strengthening this sector locally can help retain value, support firm-level decision-making and reduce reliance on external providers.

Financial services play a similar enabling role, supporting entrepreneurship, working capital and business growth. While the sector is relatively small, access to appropriate finance remains a recurring constraint for firms across the economy, particularly smaller and scaling businesses. Financial services sector in Hull and East Yorkshire is relatively small and under-represented compared with national benchmarks, with modest employment (around 2,500 jobs), this sector is critical to sustaining other sectors' growth such as growth enabling and growth driving sectors.

Creative Industries

The Creative Industries are a growing and relatively new part of the economy, with Hull and East Yorkshire having particular specialisms in creative software (creative digital technology, apps, website development, video games), creative services (advertising, marketing & PR, architecture, cultural education), and creative content (the media, publishing and translation). This sector, whilst nascent at the moment, is expected to increase its percentage share of the regional economy, particularly in urban locations such as Hull, Beverley, Howden and Bridlington.

The relatively underdeveloped nature of the sector presents opportunities for targeted growth, particularly in relation to creative digital technology; videography and sound production; advertising, marketing and PR; and publishing and translation services. Hull's growing status as a location for Film & TV production also offers potential to develop the localised supply chain to ensure that more spend and value from these productions is retained locally. There are also identified areas of alignment with the UK's Modern Industrial Strategy (with the Creative Industries being an 'IS-8' Sector) as well as The Great North Creative initiative led the Northern Mayoral regions.

The sector in Hull & East Yorkshire is dominated by micro businesses undertaking project work and with a widespread use of freelancers. The most prevalent barriers to sector are therefore related to business development, leadership development, new market and supply

chain access, access to investment, and the somewhat siloed nature of sector networks and forums for peer development and collaboration.

There is also a notable opportunity to better connect the Creative and Digital sectors to grow the region's capabilities in Creative Tech (CreaTech), which would lead to increased opportunities for innovation, intellectual property development, investment and new job creation, particularly within Hull.

What the evidence implies for supporting Growth Potential sectors

For Growth Potential sectors, both the evidence and established economic development practice point to interventions that are horizontal, capability-focused and demand-led. These sectors tend to grow through business formation, scaling and upgrading rather than through a small number of large anchor investments.

Effective support therefore focuses on leadership and management capability, access to specialist advice, digital adoption and innovation diffusion. Improving investment readiness and access to appropriate finance is also critical, particularly for smaller firms and those seeking to scale. Skills and talent matter, not only in terms of formal provision but also in retaining graduates and experienced professionals and supporting progression within the local economy.

The impact of these sectors is greatest where they are embedded within wider value chains, supporting innovation and upgrading in Growth Driving sectors. Interventions that encourage collaboration, knowledge exchange and demand-side adoption are therefore more effective than treating these sectors in isolation.

Growth Enabling sectors

The evidence also underlines the importance of a set of **Growth Enabling sectors** that underpin participation, resilience and everyday economic functioning across Hull and East Yorkshire. These sectors employ large numbers of people and are central to inclusive growth outcomes.

Health and social care is one of the largest employing sectors in Hull and East Yorkshire and plays a central role in labour market participation, productivity and overall wellbeing. Workforce pressures and rising demand affect not only the delivery of services but also the wider capacity of the economy to grow.

By 2043, the number of residents aged over 65 is projected to rise by around 40%, driving further regional and national investment. Service transformation and increased investment in life sciences, such as the Wound Innovation Institute at Hull University is expected to strengthen the sector's ability to meet the needs of this ageing population, support innovation

and create additional employment and spin-out opportunities. The sector – including community and voluntary sector providers providing support through caring and other roles – remains fundamental to enabling inclusive economic growth, particularly through reducing long-term sickness and addressing health-related barriers that currently constrain workforce participation and productivity.

Education and skills provision underpin long-term productivity and progression. Aligning provision with sector demand and supporting lifelong learning is particularly important as the working-age population changes. Increased investment in tackling NEETs in the region will increase the contribution of the sector to the region. Further investment in upskilling and increased alignment between skills and jobs can improve education's key contribution to the region's economic growth and productivity. Education and skills provision, delivered across a range of public and community and voluntary sectors is a key tool in enabling economic growth, innovating industry, entrenching academic and private sector collaboration and attracting investment, with the sector providing the lynchpin in innovation within the region as well supporting businesses grow.

Retail and wholesale remain a major source of employment and a central component of town and city centre economies in Hull and East Yorkshire, shaping access to services, consumer activity and the vitality of places. Sectoral analysis shows that wholesale and retail account for a significant share of total employment locally, above national averages, underlining their importance to job creation and everyday economic activity. However, the sector is also undergoing restructuring, with employment pressures alongside rising GVA indicating productivity change rather than expansion in jobs.

Public administration and wider public services play a substantial economic role as both major employers and commissioners of goods and services, contributing to stability, demand and resilience across local economies. Employment data indicates that the public sector represents one of the largest shares of total jobs in Hull and East Yorkshire, exceeding the national proportion and reflecting the sector's foundational role in supporting communities and sustaining economic participation, even where private-sector growth is uneven. This also includes a key role for the Community and Voluntary Sector across Hull and East Yorkshire who are increasingly important in delivering public services that can connect and reach people and places that are isolated and/or furthest from opportunity.

Utilities and other local services, alongside transport activity beyond ports and maritime **logistics** and the **real estate** sector, provide the essential systems and infrastructure that enable wider economic function and growth. Evidence highlights uneven transport connectivity, particularly for rural and coastal communities, alongside constraints in commercial space quality and availability, which together can restrict business expansion, labour market access and investment despite underlying demand. Strength in digital

connectivity offers a partial counterbalance, supporting productivity and inclusion, but structural infrastructure limitations remain a key factor shaping overall economic performance.

What the evidence implies for supporting Growth Enabling sectors

For Growth Enabling sectors, the evidence and practice point to interventions focused on participation, workforce sustainability and system capacity. These sectors are labour-intensive and often experience persistent recruitment and retention pressures.

Effective support centres on entry routes into work, in-work progression, workforce health and wellbeing, and the alignment of skills provision with real demand. Improvements in housing affordability, transport accessibility and childcare provision can have significant economic impacts by supporting labour supply and retention.

These sectors are also sensitive to system-wide constraints, including estates, digital systems and infrastructure capacity. Addressing these issues typically requires coordination across organisations and public bodies rather than firm-level intervention, reinforcing the importance of strategic planning and alignment.

What the sector evidence tells us about focus and sequencing

Taken together, the sector evidence reinforces the need for a focused but inclusive approach to growth. The Growth Driving sectors provide the clearest routes to raising productivity and strengthening Hull and East Yorkshire's economic position in the near term. Growth Potential sectors support diversification, upgrading and resilience over time. Growth Enabling sectors ensure that growth translates into participation, wellbeing and functioning places.

This analysis underpins the Big Plays set out in Part A and provides a clear rationale for the delivery approach that follows. It also highlights the importance of sequencing and coordination. Growth will not come from isolated interventions, but from aligning investment, skills, infrastructure and business support with the realities of how sectors operate across Hull and East Yorkshire.

Enablers and constraints to growth

Hull and East Yorkshire has clear economic strengths, established sectors and strong participation in traded activity. However, the evidence shows that these strengths do not consistently translate into higher productivity, pay or resilience at scale. The issue is not a lack of economic activity, ambition or assets, but a set of interrelated conditions that shape how effectively the economy can grow, adapt and capture value.

This section brings together evidence from across the economic, spatial, sectoral and infrastructure analysis to identify the conditions that most strongly constrain growth across the economy as a whole. These are not sector-specific issues. They recur across places and sectors, and they shape the feasibility, pace and distribution of growth. Understanding these binding constraints is essential to making credible choices about focus, sequencing and delivery in the remainder of the Plan.

Summary of evidence of constraints to growth in Hull and East Yorkshire



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.	Gross Fixed Capital Formation 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. Internal R&D and product innovation are also notably lower, with fewer Innovate UK grants and limited spinout activity compared to peers.

A. Commercial space, sites and the viability

The evidence indicates that the commercial property market is not supplying sufficient volumes of high-quality, investable space to support business upgrading and expansion. Market signals point to a persistent viability gap. Average asking rents are £11.68 per square foot, well below the Yorkshire and Humber average of £15.65 and the national average of £30.23. Sale prices show a similar pattern, at £90 per square foot locally compared with £127 regionally and £342 nationally.

The quality of stock reinforces this picture. Only **1.9%** of commercial floorspace is rated 4–5 star, compared with **2.3%** across the region and **2.4%** nationally. At the same time, vacancy rates have risen sharply since 2022, reaching over **6% in Hull** and over **5% in the East Riding** by mid-2025. A combination of low rents, limited high-quality stock and rising vacancy suggests the market struggles to support new development and upgrading without intervention.

Development viability is further affected by high abnormal costs. Flood risk mitigation, environmental requirements, site remediation and access constraints all add to upfront costs, particularly on brownfield and coastal sites. Where sites have been serviced and de-risked, take-up has followed, indicating that demand exists but is being held back by the cost and complexity of bringing sites forward.

B. Labour market participation, skills and matching

Across the economy, labour supply is constrained less by headline participation rates and more by health-related inactivity, skills mismatch and progression barriers. The evidence identifies **26,300 people** who are economically inactive due to long-term sickness, accounting for **37%** of all inactive residents, compared with **28%** nationally. This group has grown by **26% since 2018**, making it one of the most material constraints on workforce availability.

Skills mismatch compounds this challenge. In East Yorkshire and Northern Lincolnshire, only **45%** of jobs align with resident skills. These weak matching limits the ability of firms to recruit locally and reduces the likelihood that residents can access better-paid work without leaving the area. It also constrains the adoption of new technologies and working practices that depend on higher-level and transferable skills.

The evidence points to participation, progression and retention as critical economic conditions. Without improvements in health outcomes, access to skills and in-work progression, the effective labour supply available to growth-driving and growth-potential sectors will remain constrained.

C. Trade, exporting and value capture

The evidence shows that Hull and East Yorkshire participates in exporting at rates similar to regional and national benchmarks, with around **4% of firms** exporting. However, exports account for only **13% of total GVA**, compared with **34% in Tees Valley** and **29% in Greater Lincolnshire**. This indicates that the constraint is not participation alone, but the scale and value of exports relative to the size of the economy.

Export activity is concentrated in traded goods linked to manufacturing and agri-food, with a narrower range of high-value export activity than in comparator areas. This suggests that growth will depend on moving further up value chains, strengthening supply chain roles, and capturing more value per unit of output, rather than simply increasing volumes.

D. Investment, business finance and scaling capacity

Levels of fixed capital investment are broadly comparable to national norms at the combined authority level, averaging around **5% of GVA** between 2018 and 2022. However, this masks internal variation. The East Riding performs more strongly at just over **6% of GVA**, while Hull is weaker at around **4%**, reflecting different market conditions and investment capacity across the area.

Business finance presents a clearer constraint. There have been **135 recorded equity funding rounds**, equivalent to **4.25 rounds per 1,000 businesses**, compared with **7.29 per 1,000** nationally. Although average and median deal sizes are broadly comparable, the lower volume of deals reduces the pipeline of firms able to scale, innovate and invest. This helps explain why pockets of high-value activity do not consistently translate into wider productivity gains.

E. Transport connectivity and access to opportunity

Transport connectivity shapes access to jobs, skills and services across Hull and East Yorkshire. Hull functions as a strong core labour market, with good accessibility to employment within 45–60 minutes. In contrast, much of the East Riding relies on corridor-based access, particularly along rail lines, with more limited connectivity for rural and coastal communities.

The evidence shows that weaker accessibility overlaps with areas of higher deprivation, reinforcing barriers to participation and progression. Congestion on key routes also affects business efficiency and logistics performance, with implications for multiple sectors simultaneously. Transport therefore acts as both an economic enabler and a constraint, shaping who can participate in growth and where it can occur.

F. Digital connectivity and inclusion

Digital infrastructure is a relative strength. Gigabit broadband coverage exceeds **90% of premises** across the combined authority area, compared with just over **80% nationally**, with Hull close to universal availability. This provides a strong platform for digital adoption, modern service delivery and business upgrading.

However, the evidence also highlights pockets of digital exclusion and uneven take-up, particularly among smaller firms and some communities. These gaps risk limiting the productivity benefits of otherwise strong infrastructure and point to the importance of adoption and capability alongside coverage.

G. Environmental risk and long-term investability

Environmental risk is a defining condition for growth in Hull and East Yorkshire. Hull faces severe flood risk, with only **2% of land outside flood zones** and around **90% of the city below sea level at high tide**. Coastal erosion is also material, with up to **12 metres of land loss** recorded between Holmpton and Easington in 2023–24, compared with a long-term average of **1.4 metres per year**, and projections indicating **102 homes at risk by 2105** before accounting for future acceleration.

These risks affect development viability, infrastructure costs, insurance, and long-term investor confidence. Resilience is therefore not a separate environmental concern, but a core economic condition that shapes where and how growth can take place.

This challenge exists side by side with the reality that our unique natural environment is a major asset for our region. The Local Nature Recovery Strategy (LNRS) for Hull and East Yorkshire sets out a shared, long-term vision for restoring and enhancing nature across our area, identifying priority habitats, species and locations where action can make the greatest difference. It provides a practical framework to guide decision-making, investment and collaboration, helping partners, communities and land managers work together to support nature recovery while delivering benefits for people and place.

H. Energy capacity as a system constraint

Energy infrastructure emerges as a binding constraint on industrial growth. Hull and East Riding currently have around **460 MWe** of operational electrical generation capacity, with more than **70% from onshore wind**, alongside **140 MW of battery storage**. A further **550 MWe** of generation assets are awaiting construction, predominantly solar.

Despite this generation capacity, network constraints are severe. There are **62 primary substations**, with multiple demand areas classified as constrained, and a wider constraint at Bulk Supply Point and Grid Supply Point level in the Hull East service area. On the generation

side, there is effectively no available headroom for new connections above 1 MW without reinforcement. Planned upgrades at Saltend North and Creyke Beck are therefore critical to enabling both industrial demand and new generation.

Local Area Energy Plan modelling indicates that electricity demand could rise from around **2,500 GWh in 2022** to approximately **5,800 GWh by 2050** under a balanced scenario. Without coordinated investment in networks and flexibility, energy capacity will increasingly limit growth rather than enable it.

Why our Combined Authority is central to addressing constraints to growth

Taken together, the evidence points to a consistent conclusion. Growth in Hull and East Yorkshire is constrained not by a lack of opportunity, but by a small number of system-level conditions that affect multiple sectors and places at once. These include labour market participation and skills matching, the viability of sites and premises, access to finance and scaling support, connectivity to jobs and markets, infrastructure capacity, and long-term resilience.

Acting effectively on these dynamics requires coordination across local authority boundaries and across policy portfolios, informed by shared evidence and a clear set of priorities.

The Combined Authority provides that coordinating layer. It brings together powers and responsibilities that are otherwise fragmented, enabling alignment between transport, skills, housing, investment and infrastructure planning. This matters because many of the constraints identified in this evidence base arise not from the absence of activity, but from misalignment in timing, sequencing and decision-making across systems.

The evidence also highlights the importance of acting at the right spatial scale. Some challenges, such as access to employment, skills matching and public transport connectivity, play out at neighbourhood and corridor level. Others, including energy networks, freight movement, housing markets and labour supply, operate across the full Hull and East Yorkshire footprint and beyond. A combined authority provides the capacity to respond at multiple scales, linking local priorities to regional and national systems.

A further strength of the Combined Authority is its role as a single strategic interface with government, investors and national agencies. Many of the constraints identified, particularly around infrastructure capacity, energy networks, transport corridors and investment viability, depend on decisions taken outside the area. The Combined Authority provides a clear front

door, a coherent pipeline and a credible partner for securing and aligning external investment with local priorities.

Finally, the Combined Authority is uniquely placed to convene and sustain partnership working over time. The evidence shows that progress on participation, skills, health, housing and resilience depends on collaboration between councils, employers, colleges, universities, public services, utilities, the voluntary sector and communities themselves. The Combined Authority's role is to these actors together around shared outcomes, informed by evidence and supported by aligned investment and governance.

Part C: Action and implementation

Overview

Part C sets out how the Hull and East Yorkshire Combined Authority will translate the Local Growth Plan into action over the coming years. It establishes our strategic objectives and the delivery framework for our four Big Plays that will guide investment, programmes and policy development. This provides clarity on where effort will be focused, how activity will be sequenced, and how delivery will be coordinated with partners.

The delivery framework is structured in four parts:

- **Our strategic objectives** that describe what success looks like for the delivery of this Local Growth Plan as a direct response to the economic assessment and our consultation and engagement with stakeholders.
- **An intervention framework** that will ensure we have a whole system, coherent approach to focus action on consistent barriers and opportunities that our evidence base has provided, rather than dispersing effort across a wide range of unconnected initiatives.
- **Big Play delivery plans**, that commit to investments, action, programmes and policy work the Combined Authority will put in place to drive growth in the next three years.
- **Our approach to implementation** – including prioritisation, tracking of outcomes and evaluation arrangements, accountability and delivery vehicle and partnership arrangements

Together, these elements provide a coherent framework for delivery that is focused, evidence-led and adaptable. They are designed to ensure that public investment is used strategically, that delivery is coordinated across partners and places, and that the Local Growth Plan remains live and responsive to changing economic conditions.

Our Strategic Objectives

Our **strategic objectives for growth** take our delivery focus a level deeper than our Gameplan focus on Good Jobs, Better Connected, Fit and Healthy and Affordable Homes. These objectives will:

- Sharpen our concentration on the specific opportunities and shifts that will drive growth and prosperity for Hull and East Yorkshire.
- Directly reflect and respond to both our economic assessment and the consultation we have undertaken with local businesses and a wide range of stakeholders.

- Signal a relentless focus on capitalising on our economic strengths, releasing our latent economic potential and gripping the key constraints and barriers to economic growth that we have identified.

The relationship between the evidence base, our consultation feedback and our strategic intentions is shown below.

Evidence and consultation findings	Strategic objectives
Four key growth driving sectors	Increase our productivity growth through comprehensive support for growth driving sectors and;
	Deliver more direct local economic benefits for people and places in HEY from these sectors.
A narrow economic base in which local businesses have untapped growth potential and key underpinning/enabling roles	Diversify and strengthen our economy by creating the conditions for increased productivity growth for sectors and firms with evidenced latent potential – including their role to support growth driving sectors.
Limited transport connectivity in/out and across HEY	Improved rail access and connectivity from Hull to wider North and nation Improved access to rail/road freight transfer within and to/from HEY
	Improved access to local services and employment opportunities by bus walking and cycling
Flood risk, land utilisation and natural environment challenges	Increase land availability and utilisation for growth purposes through flood risk mitigation and measures to realign natural environment alongside Environment Agency and through the Humber 2100 strategy
High levels of economic inactivity including health related	Reducing levels of economic inactivity across HEY including in HEY's most deprived neighbourhoods through a joined - up approach that tackles the wider determinants of poor health and unemployment
	Reducing levels of young people not in education employment or training
Significant skills and earnings gaps for HEY residents v workforce pay	Align resident skills with higher value and future jobs
	Increase average resident weekly earnings
Low Export Values compared to nearby economies (Tees Valley, Greater Lincs)	Increase value of our exports as a share of GVA - supporting export businesses to connect to high value international markets and broadening our export business base
Low levels of access to investment and equity finance	Increase in HEY firms securing investment and equity financing
Low levels of access to innovation support and finance	Increase in HEY firms engaged in innovation activity and receiving innovation - focused financing and support

These strategic objectives represent the key dials we aim to shift to deliver growth and prosperity for Hull and East Yorkshire. They will be the primary focus for our activity and we will ensure a whole system approach to doing all we can with our partners to capitalise on our significant economic strengths and mitigate our challenges.

We have developed a set of key performance indicators to enable us to constantly review the metrics that inform us about our progress against the objectives. These are set out in section Six – Managing Delivery.

Our intervention framework

The focus of each Big Play delivery plan is shaped by a clear intervention framework that reflects the evidence set out in Part B which shows that growth in Hull and East Yorkshire is constrained by a small number of system-level factors that affect multiple sectors and places at once.

The intervention framework ensures we understand the economic rationale for the activity we will prioritise, and that we focus action on consistent barriers and opportunities rather than dispersing effort across a wide range of unconnected initiatives.

The framework is built around the following priority choices.

1. The Plan prioritises **upgrading and value capture over - growth in activity volume**. Interventions will focus on supporting businesses to move up value chains, adopt higher-value processes and products, and capture more value from existing strengths.
2. The Plan treats **energy capacity and industrial enabling infrastructure as first-order growth conditions**. Interventions will prioritise coordination, planning and investment that unlock industrial growth at scale.
3. The Plan focuses on **participation, progression and retention**, not only skills supply. Interventions will address access to work, in-work progression and workforce sustainability alongside skills provision.
4. The Plan prioritises **viability and delivery capacity over land allocation volume**. Interventions will focus on making a smaller number of sites genuinely investable and deliverable.

5. The Plan uses **transport and connectivity as tools to expand access to opportunity**, rather than solely to address congestion. Interventions will focus on improving access to jobs, skills and services across the functional economic area.
6. The Plan prioritises **business capability, finance and scaling**, rather than start-up volume alone. Interventions will focus on management capability, investment readiness, access to finance and innovation adoption.
7. The Plan is explicit about **national dependencies and sequencing**. Interventions will be designed to influence, align and sequence action with government and national agencies.

Together, these choices form the intervention framework that underpins delivery. They explain how priorities will be set, how trade-offs will be managed, and how delivery will be sequenced over time.

This approach is reflected in each of the Big Play delivery plans set out below, and it will be central to the way the Hull and East Yorkshire Combined Authority operates to support growth across the economy.

Big Play Delivery Plans

Our **Big Play delivery plans** commit to the investments, actions, programmes and policy development work the Combined Authority will put in place to drive growth over the period 2026-29.

For each Big Play we have considered our approach carefully in light of the economic assessment which has provided a deep and honest assessment of our current local economic position, our opportunities and our constraints. This also provides guidance on what a plausible, impactful strategy to deliver growth should look like and which factors need the attention and support from the Combined Authority most.

We have set our approach out in a delivery story for each Big Play which includes:

- **Our approach to driving growth through this big play** – the issues we need to focus on, the way we need to work, the partnerships that will drive us and how this will give us the shape and substance we need in our work to deliver growth;
- **Our Growth Investment priorities** – an investment pipeline of the major opportunities for growth in Hull and East Yorkshire that align with our priorities and can be unlocked through private sector investment and in some case central government (including public financial institutions).
- **Our Enabling Investment priorities** – the measures needed to remove the key constraints our economic assessment has identified and to underpin our work across the four Big Plays. These will improve connectivity to enable industrial growth and enable people to access opportunity, manage challenges related to flood risk and the natural environment and enable access to energy and water supply.
- **Wider interventions that are needed to support growth, including** business support, skills and workforce initiatives; innovation and technology adoption activity; place-based or sector-focused programmes; policy development required to support delivery over time, including more detailed sector plans, cross-cutting frameworks and spatial approaches that will be brought forward as the Plan evolves.

Delivery Plan - Big Play 1: Powering our industrial future

How this big play will drive growth

This play is about supporting those sectors and firms that have strong current growth momentum, clear alignment with national priorities, and demonstrable near-term ability to deliver high-value growth.

The role of this Local Growth Plan and the Combined Authority, working in partnership, will be to create a step change in the support available to enable these sectors to maximise their potential. This includes a comprehensive and coherent package of support including targeted investment, skills pipeline alignment, cluster development, and trade and innovation promotion.

Our Regional Economic Assessment provides an in depth understanding of the position and support needs of each of the growth driving sectors which we will use – working closely with industry leaders – to create multi-year, locally owned sector growth plans.

Along with Freeport site development and enabling infrastructure there are a number of emerging cross-cutting potential priorities which cut across the four sectors:

- **Improving access to finance**, with an emphasis on debt finance as well as equity. Transformation and growth will require investment, but access to capital is a challenge for businesses across this sector, and for several reasons, equity funding is not a solution for large parts of the businesses in HEY. Many firms in the region are family-owned, and there is reluctance to change ownership structures. Large parts of Hull's economy and strengths are also in sectors that do not fit the equity profile. Businesses in manufacturing, logistics and agribusiness require investments that are capital-intensive up front, and which deliver steady growth and returns, not the exponential growth possible from digital, technology and IP-based firms, which equity funding seeks (and requires). Improving local businesses' access to debt finance will be a necessary condition for unlocking growth across the existing business base. We will do this via enterprise support interventions that improve the investment readiness of regional firms, and also create new delivery infrastructure that helps streamline the interface between investors and investable businesses.
- **Digital and technology requirements:** each of the growth ready sectors require new technologies and digitisation to deliver productivity improvements and to retain competitiveness and market position. Supporting businesses to adopt technology is a challenge but also presents opportunities to leverage these sectors to drive growth in

the emerging digital cluster by expanding local demand. We will use the Made Smarter Programme to help drive this agenda forwards in the region, initially with the manufacturing and Professional and Business Services sectors. We will explore ways to link the growing Digital and Tech cluster in Hull to these sectors, and map local digital and technology capabilities to identify opportunities for collaboration or local supply chains as a starting point.

- **Career Opportunities:** a common feature across the growth ready sectors is a gap between the widespread perception of the careers on offer, and the reality of the roles and skills required as these sectors move to digital adoption and more widespread technology use. Raising awareness of the opportunities in these sectors and the pathways to access them will benefit residents and businesses.
- **Inward Investment:** attracting new firms and investment will be essential to delivering growth at a scale that is transformative over the short to medium term. To do this, HEY will support a robust inward investment function to pursue strategic opportunities and lead an ambitious, confident promotion of the region’s offering as a place to conduct complex production activities and run sophisticated supply chains, etc. HEY has a distinctive offer that brings together the energy potential, the strength and breadth of its existing manufacturing sector, port infrastructure, and logistics capabilities.

In line with our intervention framework we will:

- **Upgrading and value capture:** support higher-value manufacturing and industrial processes and businesses; supply chain development
- **Energy capacity and enabling infrastructure:** grid coordination, connection planning and integration of industrial energy systems
- **Participation, progression and retention:** Entry routes into industrial sectors and develop workforce retention initiatives
- **Viability and delivery capacity:** De-risking strategic industrial sites; coordinated planning and infrastructure delivery
- **Business capability and scaling:** Productivity and process improvement support
- **National alignment and sequencing:** Engagement with national energy, industrial and infrastructure policy

Growth Driving Investments: opportunities for private sector investment that can turn the dial on our regional growth	
Investments	Summary
Humber International Enterprise Park	Building on strengths in port-centric manufacturing and logistics benefiting from Freeport Tax Site status.
Yorkshire Energy Park	Business campus developing our strengths in low-carbon high growth industries located on the Freeport Tax Site.
Goole Freeport Tax Site	Advanced manufacturing opportunity on two strategic land parcels close to the M62 in Goole, part of the Freeport Tax Site
Health Tech Innovation Campus	Exploring the feasibility of a Health Tech innovation campus building on internationally leading Wound Innovation Centre and clinical trials capabilities
Enabling Investments: Our priorities for attracting and directing public and private sector investment to tackle constraints to growth	
Investments	Summary
Transport works at Hull East	Investing in roundabout infrastructure to unlock key economic sites and maximise benefits of freeport status.
Targeted investment to remove barriers at key employment sites	Development and management of a pipeline of targeted investment in land remediation and mitigation for strategic employment sites
Improvements to freight connectivity	Promotion and prioritisation of key improvements to freight connectivity across the region through our Local Transport Plan
Strategic energy connectivity programme	In line with our shared priority with government, work with partners to transform access to power as part of a sequenced plan that supports growth
Business Rate Retention Zone	Seek to secure additional business rates retention at key sites, making growth driving investment with additional funding
HEYCA Innovation Programme	Resources to support the design and delivery of a coordinated programme of innovation support interventions in: <ul style="list-style-type: none"> • Energy (Local Innovation Partnership Fund)

	<ul style="list-style-type: none"> • Manufacturing (Med-tech innovation programme) • Smart Ports adoption • Agri tech innovation programme
Local Growth capacity	Creation of capacity and expertise within HEYCA to engage closely with industry in key sectors and work with stakeholders to develop and deliver strong sector development plans and on-going support through the Local Growth Fund, and via HEYCA's Growth Hub in partnership with the national Business Growth Service.
Strategic employment site pipeline	Establishing a prioritised route to delivery for the region's key growth locations, using the Mayor's convening power to bring together partners to identify and remove barriers early, and to identify and prepare further sites for development.

Delivery Plan - Big Play 2: Backing local business

Our approach to driving growth in this Big Play

This Big Play centres on supporting and building on the strengths of our whole business base: all sectors, all places, with a focus on sectors with growth driving potential and those with key enabling functions in the economy.

Supporting Growth Potential sectors

We will identify and support industries and firms that have significant potential to drive growth in future and those that can directly connect to supply chains of growth driving sectors to support them to meet their full potential. This potential lies particularly in sectors such as:

- Digital & technologies
- Construction
- Leisure, hospitality, tourism and culture
- Professional & business services
- Financial services
- Creative Industries

The focus of our support for these sectors will be on creating relationships and networks, understanding their business support and growth needs and working with them to help them on to development paths to maximise their growth driving potential. This will include a major focus on connection to the supply chains of growth driving industries for those that is possible.

Central to our approach will be to provide a 'whole system', wrap around offer, which blends support for innovation, access to finance, exporting advice, skills support, locations, space and premises - enabling easy access to a range of joined up solutions to business growth needs. HEYCA's Growth Hub is well placed to lead on this intervention working in partnership with the national Business Growth Service.

Support for growth enabling sectors

Alongside this we will recognise and support the strengths of our growth enabling sectors including:

- Health and social care
- Education & Skills Provision

- Retail & Wholesale
- Public Administration & public service
- Utilities and other local services e.g. real estate

Support for our growth enabling sectors will include quality and productivity improvement, workforce progression, digital and energy transition and service innovation.

Through this approach we can make sure our whole economy matters when it comes to generating growth.

In line with our implementation framework, we will focus on:

- **Upgrading and value capture:** Scaling and export support; investment readiness and management capability programmes
- **Energy capacity and enabling infrastructure:** Support for firms affected by connection constraints; guidance on navigating energy systems
- **Participation, progression and retention:** Support inclusive employment practices; workforce development for SMEs
- **Viability and delivery capacity:** Affordable and flexible business premises; town centre and local employment space
- **Business capability and scaling:** Access to finance; leadership and management development
- **National alignment and sequencing:** Alignment with national business support, finance and innovation programmes

Enabling Investments: Our priorities for attracting and directing public and private sector investment to tackle constraints to growth	
Investments	Summary
Western Docklands Feasibility Study	We will launch an assessment of the opportunity to regenerate the Western Docklands and St Andrews Dock including consideration of the establishment of a Mayoral Development Corporation, to provide a single, coordinated vehicle. The assessment will consider the integration of employment and housing sites, the development of a MedTech hub linked to

	established health and manufacturing strengths, and the potential to deliver other economic opportunities.
Hull City Centre Vision	Supporting and prioritising opportunities to grow Hull City Centre productivity and footfall, supporting high-skilled jobs with particular focus on the Ferensway Innovation Corridor and Myton Street districts at the heart of city centre transformation.
Bridlington Bay Opportunity Study	A chance to reimagine the growth potential of Bridlington Bay both on and offshore
Hull and East Yorkshire SME Alliance, backed by a £1m cross-sector strategy	Additional investment into direct support to SME 's directed by a co-created multi-year strategy
Small business grants programme	Continued support for small businesses through existing, locally delivered Business Growth services
HEYCA Innovation Programme	Resources to support the design and delivery of a coordinated programme of innovation support interventions in: <ul style="list-style-type: none"> • Energy (Local Innovation Partnership Fund) • Manufacturing (Med-tech innovation programme) • Agri tech innovation programme • Smart Ports adoption <p>With a focus on local supply chain engagement and growth opportunities.</p>
Enhancing supply chain opportunities	Business support and development to connect and embed local businesses within value chain of growth driving industries
Backing an intelligence led business support programme	Continued backing for a range of locally delivered (non-grant) business support programmes where these have a proven positive impact. Over the next 12 months we will integrate and pivot these programmes to support emerging sector growth plans.

Delivery Plan - Big Play 3: Building skills and good work

Our approach to driving growth in this Big Play

This big play will follow the lead set out in the HEYCA gameplan that acknowledges the very strong link in Hull and East Yorkshire between health and well-being and economic inactivity – and the significant challenge that this presents. Too many people are economically inactive due to ill health, and too many young people who are not in employment, education and training – often also as a result of ill health. The work in this Big Play is therefore crucial to breaking cycles of economic inactivity, supporting economic growth and delivering social and economic inclusion.

Our delivery focus will be to tackle this challenge head on and ensure that all of Hull and East Yorkshire's people can see the opportunities available to them in the economy and access the training and other support they may need to progress in their work and careers.

All of this will be done through close joint working with employers, employer bodies, the education sector and in particular, the community and voluntary sector, which plays a crucial in enabling local reach and connection where that is not easily achieved by mainstream public services.

Our Local Growth Plan will be closely aligned with the employer led Local Skills Improvement Plan, ensuring that the LSIP is responsive to the sector framework, and establishes clear user journeys/pathways for people into the growth driving and growth potential industries and in ensuring the skills and recruitment needs of our growth enabling sectors are met.

Our focus here must be broad and deep, with support for basic employability skills through to the technical skills requirements of the sectors that can drive growth in our economy.

In line with our implementation framework, we will focus on:

- **Upgrading and value capture:** Skills aligned to higher-value roles; progression pathways within growth sectors
- **Energy capacity and enabling infrastructure:** Skills for energy and infrastructure delivery; workforce planning for enabling projects
- **Participation, progression and retention:** In-work progression programmes; integrated health, skills and employment approaches
- **Viability and delivery capacity:** Construction and delivery skills; use of local labour in enabling projects
- **Business capability and scaling:** Management and leadership skills; workforce capability development

- **National alignment and sequencing:** Alignment with national skills reform and workforce policy

Enabling Investments: Our priorities for attracting and directing public and private sector investment to tackle constraints to growth	
Investments	Summary
Goole College Regeneration	Boosting post 16 education in the region supporting the development of a skilled workforce developing specialisms in energy sector related roles.
Technical and Further Education Sufficiency and Expansion	Exploring the potential to enhance the sufficiency of the current technical education offer in the region, building on the successful work of Ron Dearing University Technical College
Social Investment Accelerator	A plan to attract more social investment to our region and communities through development of an accelerator programme to build partnerships and create growth aligned investable opportunities
Adult Skills Fund programme	£16m annual funding to support free or co-funded courses including basic English/maths, digital skills, community learning, and Level 3 "Free Courses for Jobs" to boost employment.
Careers Hubs	Continued support for partnerships between the Careers and Enterprise company, local schools, colleges, and businesses designed to improve careers education for young people.
Skills Boot Camps	Free, flexible training courses up to 16 weeks, designed to help adults (19+) gain in-demand skills for local employment, particularly in digital, construction, engineering, and HGV driving
Get Britain Working <ul style="list-style-type: none"> • Connect to Work • Breaking cycles of inactivity at neighbourhood level 	Programmes focused on breaking the cycle of low skills and worklessness across Hull and East Yorkshire – including a focus on the people and places that are furthest away from opportunity.

<p>(alongside Pride in Place initially)</p> <ul style="list-style-type: none"> • NEET and NEET prevention 	<p>This will include a focus on joined up service delivery (for example with health services) and prevention.</p>
<p>Pathways to Potential - Skills and employability programmes</p>	<p>Continued backing for a range of locally delivered (non-grant) skills and employability programmes where these have a proven positive impact. Over the next 12 months we will integrate and pivot these programmes to support emerging sector growth plans.</p>
<p>Health & Wellbeing Programme</p>	<p>Delivery of support and partnership work to remove health related barriers to work.</p>

Delivery Plan - Big Play 4: Connecting and enabling growth

Our approach to driving growth in this Big Play

The regional economic assessment identified a small number of system-level conditions that affect multiple sectors and places at once. These include labour market participation and skills matching, the viability of sites and premises, access to finance and scaling support, connectivity to jobs and markets, infrastructure capacity, and long-term resilience.

Our approach to tackling these issues will be to plan and deliver coordinated, place-sensitive action rather than isolated interventions. This will need to be sequenced, investable and aligned across partners.

It also includes mobilising the Combined Authority's relationship with Government to work on a set of shared priorities both within the region – particularly access to energy and nature mitigation and other site readiness challenges – and to resolve constraints that exist beyond Hull and East Yorkshire.

Our relationships with partners across the Humber will also be crucial here, in addressing key factors which related to our location and natural environment. This includes work to support and provide leadership for the Humber 2100 strategy which has a crucial role to play in the future prospects and stewardship of our place.

In line with our implementation framework, we will focus on:

- **Upgrading and value capture:** High-quality employment space; infrastructure that supports advanced economic activity
- **Energy capacity and enabling infrastructure:** Strategic infrastructure investment; site servicing and remediation
- **Participation, progression and retention:** Transport access to employment; place-based support to improve participation
- **Viability and delivery capacity:** Flood mitigation; site remediation; infrastructure-led place making
- **Business capability and scaling:** Digital infrastructure; digital adoption; innovation diffusion across places
- **National alignment and sequencing:** Coordination with national transport, resilience and infrastructure investment

Growth Driving Investments: opportunities for private sector investment that can turn the dial on our regional growth	
Investments	Summary
Housing Delivery Plan	Bringing forward opportunities for over 5400 new homes on high-potential growth impact sites across the region as part of our accelerated housing pipeline and Strategic Place Partnership, including East Bank Urban Village, Albion Square and North West Gateway, Howden, Bridlington.
Enabling Investments: Our priorities for attracting and directing public and private sector investment to tackle constraints to growth	
Rail upgrades plan	Feasibility study to identify a package of practical rail upgrades for the region and to explore new funding models to accelerate them
Local Transport Plan strategic road improvements	Unlocking our road network through delivery of a strategic programme of road improvements which serves to underpin key growth priorities
Brownfield delivery funding	Strengthen deliverability of our housing pipeline by securing and investing Brownfield Land Release Fund and Brownfield Housing Fund for the region
Targeted coastal investment	Provide targeted investment drawing on priorities from the Coastal Economy Plan
Local Transport Plan	Setting out a rich picture of our transport future that can unlock, guide and sequence major investment over the long-term.
Strategic Place Partnership	Bringing key stakeholders together to ensure a coherent approach to how our place develops and performs.
Strategic leadership on flood management and environmental protection	Developing the CA's key local brokerage role on these critical issues for Hull and East Yorkshire's people and economy and landscape, including maximising our nature assets and support for Local Nature Recovery.

Summary table of interventions types across the four Big Plays

Intervention framework priority	Powering our industrial future	Backing local business	Building skills and good work	Connecting and enabling growth
Upgrading and value capture	Support for higher-value manufacturing and industrial processes and businesses; supply chain development	Scaling and export support; investment readiness and management capability programmes	Skills aligned to higher-value roles; progression pathways within growth sectors	High-quality employment space; infrastructure that supports advanced economic activity
Energy capacity and enabling infrastructure	Grid coordination; connection planning; integration of industrial energy systems	Support for firms affected by connection constraints; guidance on navigating energy systems	Skills for energy and infrastructure delivery; workforce planning for enabling projects	Strategic infrastructure investment; site servicing and remediation
Participation, progression and retention	Entry routes into industrial sectors; workforce retention initiatives	Support for inclusive employment practices; workforce development for SMEs	In-work progression programmes; integrated health, skills and employment approaches	Transport access to employment; place-based support to improve participation
Viability and delivery capacity	De-risking strategic industrial sites; coordinated planning and infrastructure delivery	Affordable and flexible business premises; town centre and local employment space	Construction and delivery skills; use of local labour in enabling projects	Flood mitigation; site remediation; infrastructure-led place making
Business capability and scaling	Productivity and process improvement support	Access to finance; leadership and management development	Management and leadership skills; workforce capability development	Digital infrastructure; digital adoption; innovation diffusion across places
National alignment and sequencing	Engagement with national energy, industrial and infrastructure policy	Alignment with national business support, finance and innovation programmes	Alignment with national skills reform and workforce policy	Coordination with national transport, resilience and infrastructure investment

Managing Delivery

The Combined Authority will implement the Local Growth Plan through a clear and consistent delivery approach that links strategic choices to practical action through named senior officer leads and clear governance.

Delivery will be built around the four Big Plays and will be organised through a small number of delivery routes that can be scaled and coordinated across partners.

Our approach will be to ensure that we bring all the Combined Authority's powers, resources and relationships to bear in creating a step change in delivery – showing the real impact of devolution and partnership.

Understanding impacts and direction of travel

In understanding the impact that each Big Play will have, we cannot set a forecast or make guarantees; economic and social outcomes are shaped by global markets, national policy, private investment decisions and delivery capacity across multiple partners, of which the Combined Authority is only one. But we can set out the intended trajectory for change, grounded in the current evidence base and aligned with the outcomes established through the HEYCA Gameplan.

The Combined Authority will use a small number of directional impact ambitions to guide delivery of the Local Growth Plan over the next ten years. These ambitions will reflect the scale of change needed to support the Gameplan outcomes, will be grounded in our evidence base, and will require sustained partnership with government.

We will also consider including a small number of indicative milestones over the first five years of the Plan. These will focus on sustained movement in the right direction, rather than end-states, including improvements in things like:

- earnings and productivity relative to comparator areas
- increased delivery and take-up of investable employment sites and business space
- stronger participation and progression outcomes aligned to priority skills pathways
- improved access to opportunity through transport and place-based
- housing delivery

Social value and sustainable growth

The HEYCA Gameplan is clear that growth in Hull and East Yorkshire must be support a wide range of outcomes in order to drive broad prosperity that is visible in peoples' everyday lives. This means putting both economic and social value at the heart of how the Combined Authority makes the four Big Plays set out in this Local Growth Plan.

We will work with partners to develop an approach to social value that builds on national best practice and the strong track record of social value practice already established locally. This will ensure that devolved funding and convening power generate measurable, lasting social, economic and environmental impact.

Our work will focus on the following areas of activity and social benefit:

1. Good jobs, fair work and progression – taking steps to:

- Embed local labour and skills requirements within major capital and regeneration projects.
- Align investment to clear progression pathways from pre-entry through to higher technical and professional roles.
- Integrate the Local Skills Improvement Plan with sector growth plans.
- Strengthen the link between health and work, reducing inactivity linked to long-term sickness.
- Explore the role of a Good Work Charter to encourage fair pay, workforce development and inclusive employment practices.

2. Stronger local businesses and supply chains – taking steps to:

- Increase SME participation in supply chains linked to industrial, housing and infrastructure projects.
- Use commissioning frameworks that encourage local value capture and social impact.
- Support businesses to meet procurement standards and scale into new markets.
- Improve access to finance and innovation support.

3. Inclusive places and community benefit – taking steps to:

- Link housing delivery to affordability, design quality and access to services.
- Improve connectivity for rural and coastal communities.
- Embed community engagement and volunteering within regeneration schemes.
- Align flood resilience and nature recovery with long-term community wellbeing.

4. Health, wellbeing and participation – taking steps to:

- Join up commissioning across health, skills and employment services.
- Encourage employers to provide early occupational health and workplace adjustment support.
- Adopt neighbourhood-level approaches to reducing worklessness.
- Invest in sport, culture and volunteering as drivers of wellbeing and participation.

5. Environmental sustainability and intergenerational value – taking steps to:

- Align growth with flood resilience and Humber 2100 adaptation planning.
- Support delivery of the Local Nature Recovery Strategy.
- Promote low-carbon transition and climate resilience in industrial and housing programmes.
- Integrate environmental value into business cases and investment decisions.

Measuring and Managing Social Value

Hull and East Yorkshire benefits from an established and nationally recognised approach to measuring social value, led by East Riding of Yorkshire Council through the Social Value Engine (SVE).

The SVE calculates Social Return on Investment (SROI) by applying financial proxy values to outcomes generated by activities. It includes a library of over 800 validated social value proxies, place-based and sector-specific data, external research integration and alignment with recognised frameworks including the UN Sustainable Development Goals.

Embedding Social Value Across the Big Plays

Social value will be integrated at strategic, programme and project level, ensuring that growth is inclusive, sustainable and locally beneficial.

Through devolution, Hull and East Yorkshire now has the tools not only to grow the economy, but to shape how that growth is delivered – creating measurable social, economic and environmental impact for communities across the region.

Hull and East Yorkshire Local Growth Plan

*Powering our industrial
future*
