

Meeting: Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee

Members: Councillors John Cattanach, Mark Crane, Melanie Davis (Vice-Chair), Caroline Goodrick, Hannah Gostlow, Paul Haslam, David Ireton, David Jeffels, Mike Jordan, Steve Mason, Subash Sharma, David Staveley (Chair), Phil Trumper, Arnold Warneken, Steve Watson and Robert Windass.

Date: Monday, 10th July, 2023

Time: 10.00 am

Venue: Council Chamber, County Hall, Northallerton, DL7 8AD

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. Please contact the Democratic Services Officer, whose details are below, if you would like to find out more.

This meeting is being held as an in-person meeting.

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Please note this meeting is to be divided into an AM and PM session, with items 1-6 covered in the morning (from 10am), then items 7-12 to be considered in the afternoon (indicative timing - 1:30pm).

AGENDA

1. Apologies for Absence

2. Minutes of the Meeting held on 25 May 2023 (Pages 5 - 12)

3. Declarations of Interest

All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.

Enquiries relating to this agenda please contact Will Baines, Principal Democratic Services and Scrutiny Officer
Tel: 01609 533885

or e-mail william.baines@northyorks.gov.uk

Website: www.northyorks.gov.uk

4. **Public Participation**

Members of the public may ask questions or make statements at this meeting if they have given notice (including the text of the question/statement) to Will Baines, Principal Democratic Services and Scrutiny Officer (*contact details below*) by midday on Wednesday 5 July, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- At this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- When the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chair who will instruct anyone who may be taking a recording to cease while you speak.

5. **NY Highways Performance and Progress** (Pages 13 - 26)

6. **National Highways Update on Maintenance and Improvement Activity** (Pages 27 - 32)

Lunch Break

7. **North Yorkshire Economic Growth Strategy** (Pages 33 - 92)

8. **Transport for the North - Strategic Transport Plan** (Pages 93 - 106)

9. **Briefing Notes progress update**
Active Travel and Tree Planting

10. **Work Programme** (Pages 107 - 110)
Report of the Principal Democratic Services and Scrutiny Officer

Purpose of the report: To ask Members to consider, amend and add to the Committee's work programme.

11. **Any other items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances.

12. **Date of Next Meeting**
Thursday 19 October 2023 at 10am.

Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.

Contact Details:

For enquiries relating to this agenda, please contact Will Baines, Principal Democratic Services & Scrutiny Officer - Tel: 01609 533885 or email: william.baines@northyorks.gov.uk

Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)
County Hall
Northallerton

Friday, 30 June 2023

North Yorkshire Council

Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee

Minutes of the meeting held on Thursday, 25th May, 2023 commencing at 10am.

Councillor David Staveley in the Chair plus Councillors Nick Brown (substitute), Crane, Davis, Goodrick, Gostlow, Haslam, Jabbour (substitute), Jeffels, Jordan, Sharma, Slater (substitute), Windass, Warneken and Watson.

Transition (LGR) O&S Committee members in attendance: Councillors Broadbank (Virtual), Dickinson, Kevin Foster (Virtual), Richard Foster (Virtual), Griffiths, Moorhouse (Virtual), Pearson (Virtual) and Ritchie.

Officers present: Will Baines, Aimi Brookes, Jos Holmes, Peter Jeffreys, Michael Leah, Edward Maxwell, David Smith (Virtual) and Adam Vaughan.

Copies of all documents considered are in the Minute Book

1 Apologies for Absence

Apologies for absence were received from Councillors Cattanach, Ireton (substitute Cllr Jabbour), Mason (substitute Cllr Slater) and Trumper (substitute Cllr Nick Brown).

2 Minutes of the Meeting held on 12 April 2023

Councillor Warneken raised that his request to have an update on Active Travel at the next committee meeting on 10th July 2023 was not recorded under the minute for the Work Programme. It was reported that whilst the request for a report at the July meeting was not included in the minutes, it had been added to the Work Programme as seen at Agenda item 7 of the papers today and that a briefing note on Active Travel is expected ahead of the July meeting to update Members on progress and decide on future scrutiny.

Resolved –

That the Minutes of the meeting held on 12 April 2023, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct record.

3 Declarations of Interest

There were no declarations of interest.

4 Public Participation

David Tonge of the North Yorkshire Climate Coalition had registered to speak but did so before Agenda Item 6 – Climate Change Strategy Consultation Results. The following points were raised in his statement:

- Science has proved that climate change is occurring and therefore everybody needs to act urgently to combat it.

- North Yorkshire needs a clear Climate strategy that is ambitious and robust and NYC has the perfect opportunity for Councillors to cooperate to produce this.
- NY Climate Coalition believes that the current draft strategy lacks a clear pathway to net zero, a resourcing plan, review mechanisms, a robust methodology and timescales for delivery. It is Mr Tonge's view that these cannot all be addressed before the Strategy goes to the Executive on 18th July.
- The NY Climate Coalition recommended that climate friendly procurement be established through the planning system, that more nature-based solutions be used and that independent climate literacy training for all Councillors and senior council employees be undertaken.

5 Service Harmonisation - Waste and Recycling

Peter Jeffreys, Head of Service Waste at NYC, and Aimi Brookes, Service Delivery Manager at NYC, gave a presentation that looked at harmonising the waste collection service and the introduction of food waste collection. The following points were made:

- The presentation referred only to household waste as commercial waste is being looked into separately.
- The Environment Act 2021 introduced the need to collect dry recycling from the kerbside; the need to collect separated food waste from the kerbside weekly; it extended producer responsibility for packaging by no longer requiring Local Authorities to pay for the packaging that is collected, but instead requiring businesses to pay for the packaging that they produce; and it introduced the idea of a deposit return scheme where customers can return recyclable drinks containers for to receive their deposit back.
- There is the opportunity to look at the whole system as since LGR, NYC controls both collection and disposal. LGR has also opened up an opportunity to harmonise the process across North Yorkshire.
- An overview of the current waste collection processes was given and details of these can be found in the presentation slides. There are three approaches across the county: fully comingled, twin-stream and full kerbside sort. The work done by Allerton Waste Recovery Park (AWRP), Harewood Whin Waste Transfer Station, YORWaste and third parties was explained.
- The work done by volunteers that promote correct recycling and the reduction of waste was commended.
- It is expected that most Local Authorities will have to collect food waste from the kerbside by 2025 but North Yorkshire Council has transitional relief until 2043, the expiration date of the Allerton Waste Recovery Park contract. It was reported that some central government funding would be available, but that this may not cover the full costs.
- The following options were presented to Members. The processes used by other Local Authorities were used to shape these options.

- 1) A fully comingled option similar to that previously used by Craven District Council and Scarborough Borough Council in the past where residents would have two waste bins, one for dry recycling and another for household waste. This wouldn't greatly affect the recycling rate or the carbon impact, but it would increase the cost of sorting.
 - 2) A multi-stream approach similar to that used in the former Ryedale District Council area. Residents would receive at boxes and a bag for dry recycling, and a waste bin for household waste. The recycling rate and carbon impact of this approach is similar to option one but, rather than producing an additional cost, this option would produce a saving.
 - 3) An approach similar to that used in the former Selby District Council area. Residents would receive a waste bin for paper, a waste bin for household waste and a waste bin for dry recycling. This approach has a similar recycling rate and carbon impact to the above two options and a similar cost saving to option two.
 - 4) Another option used a similar approach to option three above, but once dry recycling is harmonised, food waste would also be collected. In the same way as some other Local Authorities, residents would be provided with a 5 litre kitchen bin and a 23 litre outside bin (with a lockable lid) to collect food waste. A separate fleet of collection vehicles would be required. This approach would lead to a significant increase in the recycling rate (option three would be 43% and this option would be 51%), a significant carbon benefit even with the additional fleet of vehicles but also a significant increase in the cost.
 - 5) The final option presented to Members was an approach where dry recycling is harmonised at the same time as introducing food waste collection. This approach would involve a three-weekly cycle of household waste, mixed paper and cardboard, and dry recycling, with food waste being collected weekly. Food waste would be collected in separate pods on the vehicles that are making the other collections. This would deliver the highest recycling rate at 54% as well as a significant carbon benefit and cost reduction because a separate food waste fleet would be no longer required. This approach would however require central government funding due to the short timescales.
- It was reported that whichever option is proceeded with, it would cater to the residents if special circumstances were required. This may include the provision of smaller or larger waste bins depending on circumstances.
 - Before a decision is made, a public consultation will take place and this is estimated to be in 2025.
 - It is the current aim to have the approach rolled out in 2027.

The following points were then discussed in the debate:

- There is no time frame for when the transitional relief legislation is going to be in place. A few local authorities are in a similar position to NYC regarding transitional relief as they also have long contracts. NYC have some of the longest transitional arrangements

due to AWRP only being opened in 2018.

- AWRP will need to be converted to efficiently recycle food waste and the cost of doing this is included in the options set out. When food waste starts being collected, household waste will still be sorted at the site. AWRP do recover recycling that is put in the household waste bin. They have targets to meet, otherwise they will be charged by NYC.
- The issue of wind blowing recycling out of recycling boxes was raised. Compartmental wheelie bins have been discussed; however they lead to increased cross-contamination and raise health and safety concerns.
- The bins currently used are partially made of recycled plastic and are recyclable. Members wanted this to be publicised more. Members also questioned whether other materials had been looked into and officers reported that the procurement process would look into alternative options.
- Policies started by the previous district and borough councils have to be continued, for example the rollout of wheelie bins in Harrogate. This will not be a waste, as harmonisation will most likely move in that direction.
- To improve the aesthetics of an area, could communal, rather than individual household bins be used? This could be included as part of the planning policies associated with the new Local Plan for new housing developments.
- Issues concerning the lane end collection policy were discussed. It was reported that these would be looked at on a case-by-case basis and that a balance between providing a service for residents and protecting the waste management crews needs to be found.
- Commercial bin collections are not currently included in business rates as waste does not have to be collected by the council, although NYC offers this service, and businesses produce different levels of waste. Food waste could be collected from businesses. Members suggested that businesses that don't recycle could be penalised.
- Allerton Waste Recovery Park has the capability to recover garden waste that has been put into the household waste bin. However, it is still better to use a garden waste bin as the organic waste can then be recycled more efficiently. Members questioned how the public could be incentivised to subscribe to garden waste collections, rather than using their household waste bins and they were informed that it is not often done and that enforcement powers were available.
- Garden waste subscriptions are already harmonised across NYC, apart from the former Richmondshire DC area, which has smaller bins and therefore a lower charge (this is until next year), and the former Selby DC area, which may have its charges harmonised next year, dependent on the Executive decision on 20th June 2023. This decision will also harmonise the service that is provided across the county, making sure that there are the same number of collections per year in each area and deciding a policy on Christmas tree collections. Disposal of this garden waste is always done as locally as possible.
- Volunteer networks are introducing community composting schemes which benefit

those that don't have garden bins.

- The current fleet of waste collection vehicles cannot be retrofitted with the food waste collection pods and so a new fleet would be required. This would coincide with the waste vehicle replacement programme. In other areas there have been reported issues surrounding health and safety when introducing the pods.
- The vehicles used in the options presented to Members would most likely be internal combustion engines (ICE) as the electric technology is not yet suitable for the geography of the area. Electric, hybrid and hydrogen alternatives have been investigated and will continue to be considered.
- Whilst some Local Authorities collect food and garden waste together, this incurs additional costs as often different facilities are required. Food waste is likely to have to be collected weekly due to legislation, and therefore garden waste would have to be the same. Also, not all residents have garden waste subscriptions.
- Should NYC lobby to have the weekly food waste collections changed to bi-weekly?
- LGR means that waste and highways departments can cooperate more easily to stop residents leaving bins on footpaths
- The recycling rates of the options presented to Members were lower than other Local Authorities are managing (some reach as high as 64%) because they were only based on the kerbside sort and not on the recovery centres.
- Officers are part of a regional group that looks at the recycling policies of local authorities and NYC may model any future approach on other councils.
- The introduction of a deposit return scheme may reduce the amount of recycling collected by the council and therefore must be considered when deciding on a future approach to follow.

Resolved –

- i) That the report is noted.
- ii) That a visit to Allerton Waste Recovery Park for Members is to be organised.
- iii) That the Waste Management Team return to the Committee to provide updates on progress.

6 Climate Change Strategy Consultation Results

Jos Holmes, Climate Change Policy Officer and Adam Vaughan, Climate Change & Environmental Project Officer, introduced the report and presentation raising the following:

- An outline of the background to the report and consultation on the North Yorkshire Council climate change strategy was given.
- It was noted that the strategy needs to be evidence based and the public consultation has produced a very thorough review of the strategy so far. Member's comments will

help to shape the revised strategy that goes to the Executive in July.

- It is essential to have energy efficient housing before the focus is switched to renewable energy production.
- A climate change action plan is being developed to focus on the delivery of the key priorities within the climate change strategy.
- The successes of the council so far were highlighted, and it was reported that a focus on climate change is being embedded into service plans across the new authority.

The following points were then discussed in the debate:

- The methodology of the strategy was commended.
- Members suggested that the strategy could be improved in the following ways:
 - By adding an action plan to make targets, and ways of reaching these targets, stronger. Officers reported that specific targets are not set in the strategy, and that the action plan comes after the strategy is adopted. Members were informed that the strategy endorses the York and North Yorkshire Routemap to Carbon Negative but hopes to make the performance targets more understandable.
 - That the definition of net zero is made clearer.
 - That the climate change programmes of the former Borough, County and District Councils are integrated into the new strategy. Officers reported that this had been done at an early stage.
 - That all Councillors and senior officers be required to take climate literacy training.
- The number of responses to the consultation was better than average and these responses seem to accurately reflect residents views. Work needs to be done on how to increase the number of responses from the Scarborough and Selby areas.
- Responses to the consultation often discussed climate change in general and didn't refer to the strategy directly.
- The importance of keeping North Yorkshire's peat reserve was highlighted.
- According to the presentation given, public transport is vital for the strategy. Members raised a number of areas that this could be improved, for example, lobbying to extend the £2 cap for bus fares, introducing bus lanes and lobbying for contactless tap-in for buses.
- It is proposed that the strategy will be reviewed every 6 months and refreshed every 2 years.

Following the debate, Councillor Warneken proposed that the draft strategy be noted but that once revised should come back for members of the Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee to provide comments on before going to the Executive in July. This was approved.

Resolved –

- i) That the report is noted.
- ii) That the revised North Yorkshire Council Climate Change Strategy is brought back to an informal meeting of the Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee before the end of June 2023.

7 Work Programme

The Principal Democratic Services and Scrutiny Officer introduced the report and Members made the following suggestions:

- That an air quality report be added to the work programme. This may include the following discussion points:
 - (a) How we currently measure air quality and how we can measure it in the future.
 - (b) Whether LGR is an opportunity to change the way we review air quality
 - (c) How we compare to other local authorities.
- Following the briefing note regarding Active Travel, it may be necessary to have a report on the topic to a future meeting.

Resolved –

- i) That the work programme is noted.
- ii) That the above items are added to the work programme.

8 Any Other Items

There were no other items of business.

The meeting concluded at 1.30 pm.

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Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee

10 July 2023

NY Highways Performance and Progress

Report of the Corporate Director - Environment

1.0 Purpose of Report

- 1.1 To provide members with an update on the progress and performance to date of NY Highways (NYH), the Council's company for the operational delivery of highway services.

2.0 Key Background Information

- 2.1 A highway delivery options exercise was undertaken in 2018/19 to determine the mechanism for the operational delivery of highways services. In April 2019 the Executive approved the implementation of a wholly owned "Teckal company" to deliver the highways operational services. A Teckal company was recommended as the preferred way forward as this would provide greater flexibility for the (then) NYCC. Future years capital budgets were unclear, it was clear that innovation and efficiency needed to be a main driver for a replacement Highway Maintenance Contract. Upon the approval of the Teckal company a 5 Year Plan was developed which contained the following goals:

- 2019/20 and 2020/21 Development of NY Highways (years 1 and 2)
- 2021/22 Implementation of NY Highways (year 3)
- 2022/23 and 2023/24 Review performance of NY Highways (years 4 and 5)

- 2.2 NY Highways is currently in Year 5 of the 5 Year Plan and has embarked on undertaking collaborative reviews with Council colleagues on current and future ways of working that promote innovation and efficiency throughout its services.

- 2.3 A number of achievements were recognised in the report to the meeting of the Committee on 11 July 2022 relating to the 2021/22 year, including:

- Seamless mobilisation of NY Highways
- Successful delivery of the winter service
- Delivery of the Capital schemes programme
- Storm Arwen response
- Introduced new methods of service delivery
- Release of 5-year carbon plan which has been approved at NYH Board meetings.
- Off-Grid Power
- Secured £15k Local Council Road Improvement Group (LCRIG) Innovation funding
- Roll-out of the Connected Safety Net (CSN) applications for Safety and Audit
- Roll-out of a pilot scheme for KaarbonTech Gully solution
- Roll out of public satisfaction questionnaires via QR code
- Development of AI Cameras to automate Near Miss recording
- Introduction of Depot Supervisors
- Delivery of Private external works
- Accreditation for Highway Electrical Association membership
- Power BI reporting suite
- Agreement with NYCC of outcome-based performance indicators
- Recruitment of 7 apprentices across the business
- TUPE transfer of NYCC and Ringway staff

- 2.4 In a similar manner, NYH set out a number of initiatives for 2022/23, aimed to add value to its business:
- NYCC budget savings - delivery of £350k of efficiency savings (revenue)
 - Employing Apprentices - 14+ apprentices within 2022/23.
 - Increase the operational staff base and resilience
 - Continue to develop staff across the business to reach their full potential.
 - “lunch n learn” events
 - Trial innovative and new ways of working
 - Staff restructure around task-based specialisms
 - ISO accreditation - ISO 9001, 14001 & 45001 accreditation for the company,
 - Review Schedule of Rates (SoRs) - Continue to undertake cost/value reporting to enhance the accuracy of the cost base and drive out further efficiencies.

3.0 Review of 22/23

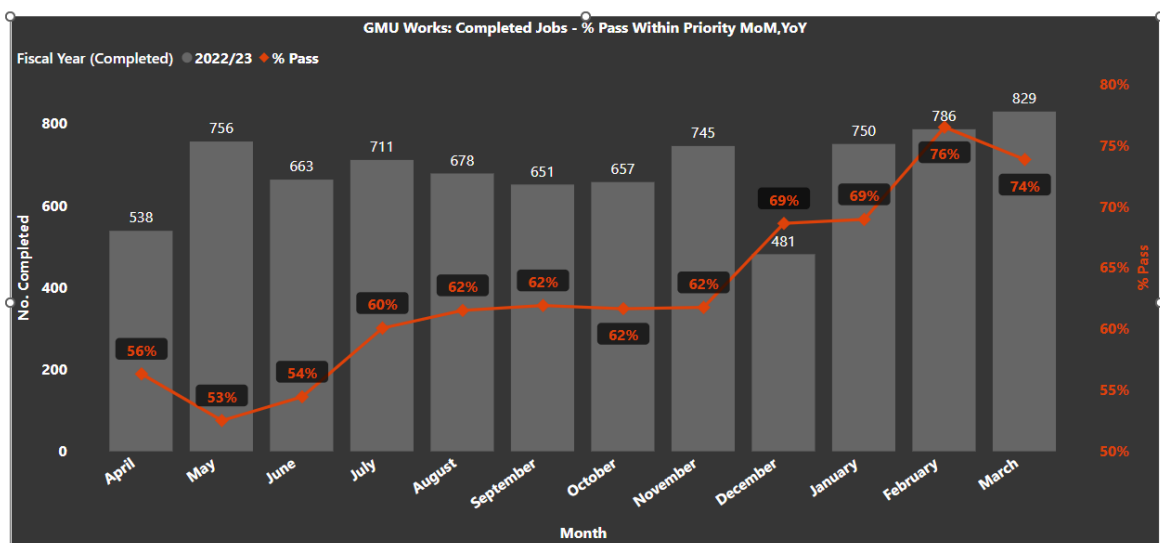
- 3.1 A review of the 2022/23 year has seen NYH achieve a number of significant successes.
- 3.2 Budget savings for NYCC - £350k of efficiency savings for NYCC in revenue activities during 2022/23 was achieved through the continued use of Spray Injection Patching.
- 3.3 Apprentices (employing) 14+ apprentices within 2022/23) - this figure was exceeded, with a total of 18 apprentices across the business (14 Operations, 3 Fleet workshops, and one business support). The turnover rate was low, with only three apprentices moving on to other opportunities outside of NYH.
- 3.4 Increase the operational staff base and resilience – NYH is also developing a “fast track” programme of training for new employees that are new to our industry. Due to a shortage of construction/highway operatives, NYH is looking to attract employees from other industries and re-train/up-skill them in order to meet its staffing requirements. In addition to this, a succession planning model is being developed alongside a robust recruitment strategy that targets both geographical areas and skills shortages.
- 3.5 “Lunch n learn” events continue and are well attended from colleagues across NYH, NYC plus partner consultants WSP & APP to increase staff awareness of products and services available within the marketplace. This contributes to employees’ Continuing Professional Development and links in with trials of innovative / new ways of working to increase efficiency, better quality, better whole of life costs, improved customer satisfaction, etc. At the time of writing, ten such sessions will have been delivered since April 2022 ranging from asphalt preservation to use of warm mix materials to in situ recycling, all of which assist in reducing NYHs carbon footprint.
- 3.6 The Staff restructure was reviewed in December 2022, with a revised version of the proposal implemented in January 2023, the new structure minimises wasteful travel time between depots whilst embracing the benefits of a consistent county-wide delivery model by assigning ‘champions’ to each of the major areas of operational service delivery (Winter / Cyclic Maintenance, Minor Works and Major Works). Impacted staff were engaged with through a series of meetings and responded in a very positive manner to the revised structure proposal. Since the new structure was introduced, a series of workshops has also been held alongside ongoing roadshows in order to embed countywide the standardisation of processes, quality, best practice. Alongside this, greater integration into the depots of teams normally based in ‘Head Office’ at Finkills Way is also adding value in terms of internal and cross-partnership collaboration.
- 3.7 ISO accreditation – work to achieve ISO 9001, 14001 & 45001 accreditation for the company is now well underway. NYH have appointed an auditor and Stage 1 (Audit of all paperwork) will be completed by September 2023 with the second stage (audit of Operations) before December 2023. Gaining these accreditations will create more tendering opportunities for NYH within the teckal operating model rules.

3.8 Review Schedule of Rates (SoRs) – NYH continue to undertake cost/value analysis and reporting to enhance the accuracy of the cost base and drive out further efficiencies and benchmarking against the National Schedule of Rates is now being used as a comparator. This allows a greater transparency and more accurate means of measuring efficiency as opposed to comparison against outdated inaccurate rates from previous contracts, especially as some rates were loss-leaders where true costs may have been balanced against cost recovery from other more profitable elements of the wider contract.

3.9 Other notable achievements include:

3.9.1 KaarbonTech Gully emptying programme - 85% of the whole cyclic programme was completed in 2022/23 - a 10% improvement on the previous year. Of those gullies attended, 93.2% did need cleaning, showing the risk based / data-led programme is working. The risk-based approach has identified some 65% of the total gully stock requires regular attendance, so at a rate of £13.52 per gully, the annual budget for scheduled cleanses is approx. £1.4m as opposed to the £2.1m it would cost if all gullies were being attended as was the case prior to the KaarbonTech programme coming into play.

3.9.2 Revenue Maintenance works – response to defects completed within the timescale set on works orders has improved dramatically in the last year. During the first year of NYH, less than 50% of works orders were completed on time; during the past twelve months this figure has increased month on month to a point where now 75% of repairs are completed on (or before) time as shown in the table below. Work to further improve this figure continues by restructuring gangs as well as deploying a range of repair techniques coupled with the introduction of expected output levels linked to individual and team appraisal targets. There is also a strong drive on right first time / fix once approach being instilled into the workforce alongside ensuring the most appropriate and cost-effective solution is enacted.



- 3.10 A review of objectives contained in the NY Highways 22/23 business plan also evidences:
- Delivery of a high quality and effective winter service during the 22/23 season – over 6,000 treatments of the network undertaken on time, professionally managed and without incident
 - internal client relations have enhanced significantly in the third and last quarter of 22/23. This is due to a team approach and some senior staff changes. The introduction of NYC employees into key NY Highways positions has allowed an end-to-end process review; internal NYH / NYC relationships continue to improve, and the efficiencies gained in the cross-pollination of staff has not gone unrecognised
 - subdivision business opportunities being achieved via Street Lighting having gained accreditation which allows it to tender and secure works in the commercial sector.

- a significant step in Q3 and 4 towards better integrated and refined financial systems to assist in more-effective financial management within NYH

4.0 Health and Safety

4.1 Health and Safety remains of paramount importance to NY Highways. The table immediately below shows that, overall, performance figures for 22/23 were positive. Alongside the challenge to improve these figures, targeted campaigns have already been introduced to address the accident frequency rate. For example, particular focus is being placed on reducing vehicle accidents/incidents.

Safety	22/23 Target	Year-end figures
Accident frequency rate	<.25	0.26
RIDDORS	<15	0
Days lost to personal injury accidents	<350	25
% of Inspections and Audits without a non-conformity	>85%	94%
% of Risk Assessments Reviewed	>90%	None outstanding
Number of missed Occupational Health monitoring appointments	<5	None Missed
Number of health & safety campaigns	4	4

5.0 Forward Look

5.1 The 23/24 NYH Business Plan describes the future aspirations of company, some of the key points being:

- ongoing review of pricing structure for works including refinement of cost value comparison and evaluating all rates from a first principal basis, benchmarked against National Schedule of Rates
- review and rationalisation of vehicles and equipment to better support effective and efficient service delivery (including future gritting fleet needs), through a rolling replacement programme.
- continue to keep workforce engaged in 'you said / we did' meetings and other forums as aimed at sharing best practice, removing inefficiency and identifying / addressing barriers to effective service delivery
- achieving certification of ISO standards
- deliver shareholder returns (linked to the market rate of interest return to the Council on the loan from NYC in 23/24 alongside the use of NYC services via Service Level Agreements and profitability of the company)

- 5.2 In addition, NYH will also
- work even closer with NYC to create efficiencies and encourage innovation/ new ways of working in order to support in the delivery of the savings targets within the NYC Medium Term Financial Strategy
 - in a broader sense, similar efficiencies will also be explored in terms of the working relationship between NY Highways and North Yorkshire Council's Waste, Highways and Street Scene teams. Continue to deliver the 5-year carbon plan, with the main focus being to Eliminate, Reduce, Substitute & Compensate for carbon wherever possible. The carbon plan outlines numerous initiatives that will lower the carbon outputs of the highway service via a targeted and specific 5-year programme and using the NYH Carbon Calculator tool, which is gaining national recognition.
 - see full embedment of the KaarbonTech gully programme, thus bringing further efficiency improvements in the numbers of gullies attended / emptied, as well as a reduction in non-scheduled orders as a consequence of this targeted risk-based approach.

6.0 Alternative Options Considered

- 6.1 As per para 2.1, the teckal delivery model was approved as the preferred way forward for delivery of the highways service, therefore no alternative options have been considered as part of this report.

7.0 Financial Implications

- 7.1 There are no financial implications arising directly as a result of this report as it provides an update on progress. One of the founding principles of the teckal approach was, through closer working with the Council, to deliver more for the same money or the same for less money. As part of this philosophy, the range of options considered on an operational level is being continually evaluated and evolved in order to ensure maximum efficiency and value for money in how things are delivered on the ground (pothole repair techniques, for example).
- 7.2 Revised rates and unit costs are being compared with the National Schedule of Rates for such works in order to evidence value for money as part of a suite of tangible metrics to be further developed through 23/24. In 22/23, NY Highways supported the Council to achieve £350k efficiency savings in this area.
- 7.3 Work is currently being undertaken to comprehensively capture both cashable and non-cashable savings in order to fully evidence the benefit of this truly collaborative approach.

8.0 Legal Implications

- 8.1 NYH is a "Teckal company" which means it is able to trade with the Council, without the Council needing to go through a procurement exercise, as well as external customers. In order to maintain teckal exemption status, it must show that it is controlled by the Council and undertakes at least 80% of its activities for the Council. Currently, NYH undertakes in excess of 98% work for the Council and is compliant with the teckal exemption requirements.

9.0 Equalities Implications

- 9.1 An initial equalities impact assessment form was completed and is included as Appendix A. The assessment of this report concluded that there is no impact on people with protected characteristics.

10.0 Climate Change Implications

10.1 A Climate Change Impact Assessment has been undertaken and is included as Appendix B. Of particular note is the 5-year Carbon Plan, which positively contributes towards the reduction in carbon used when delivering the highways services. The Carbon Counting tool developed by NY Highways is gathering momentum and gaining recognition on a national platform

11.0 Conclusion

11.1 In its first year of operation NYH met and exceeded the expectations of a business start-up delivering a service on one of the largest highway networks in the UK. The NYH Vision, Mission and Objectives of 22/23 were to *“become a nationally recognised brand, famous for our progressive and innovative drive to continually adapt to a changing world.”* These aspirations continue to feature in NYH’s approach for 23/24

11.2 Alongside this, there will also be a strong focus in 23/24 on continuing to provide the service that North Yorkshire requires to keep the highway network safe and fit for purpose through robust processes that demonstrate the value of the teckal arrangement over other procurement routes. NYH will achieve this by concentrating on service delivery, strong financial reporting, forecasting and budget control. In addition NYH will build and develop a workforce that is fit for the future, using its teckal position to deliver best in value for North Yorkshire Council and in a wider trading environment. NY Highways (NYH) remains committed to making a meaningful, positive impact on local communities by contributing to resilience, safety, sustainable economic growth as well as respecting and enhancing the environment whilst continuing efforts to reduce the carbon footprint of the business following the release of the 5-year carbon plan.

12.0 Recommendation

12.1 Members are requested to note the information within the report and offer comments or suggestions where necessary.

APPENDICES:

Appendix A – Equalities Impact Screening Form

Appendix B – Climate Change Impact Assessment

Karl Battersby
Corporate Director – Environment
County Hall
Northallerton

21 June 2023

Author: Nigel Smith, Interim Head of Operations NY Highways / Head of Highway Operations NYC

Barrie Mason, Assistant Director - Highways and Transportation, Parking Services, Street Scene, Parks and Grounds

Jamie Crumlish, Managing Director - NY Highways

Background Papers – Scrutiny Committee report of July 2022

For further information please contact the author of the report

Initial equality impact assessment screening form			
<p>This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.</p>			
Directorate	Environment		
Service area	Highways and Transportation, Parking Services, Street Scene Parks and Grounds – Highway Operations		
Proposal being screened	Annual report on the progress and performance of NY Highways		
Officer(s) carrying out screening	Nigel Smith – Interim Head of Operations, NY Highways / Head of Highway Operations NYC		
What are you proposing to do?	To provide members with an update on the progress and performance to date of NY Highways, the Council's company for the operational delivery of highway services.		
Why are you proposing this? What are the desired outcomes?	This report is an update for members on the progress of NYHighways for the 2022/23 financial year. There are no outcomes other than ensuring that members are aware of how the Teckal company has performed during the past financial year.		
Does the proposal involve a significant commitment or removal of resources? Please give details.	No		
<p>Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristics.</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? <p>If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your Equality rep for advice if you are in any doubt.</p>			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	

NYCC additional characteristics			
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.	This is a Members' report on the performance of NYHighways. There are no proposals that would impact on people with protected characteristics.		
Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.	No		
Decision (Please tick one option)	EIA not relevant or proportionate:	<input type="checkbox"/> Yes	Continue to full EIA: No
Reason for decision	This is a report for information only. There are no adverse impact on any of the protected characteristics.		
Signed (Assistant Director or equivalent)	Barrie Mason		
Date	29 June 2023		

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email climatechange@northyorks.gov.uk

Version 2: amended 11 August 2021

Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:

Planning Permission
Environmental Impact Assessment
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact climatechange@northyorks.gov.uk for advice.

Title of proposal	Annual report on the progress and performance of NY Highways
Brief description of proposal	To provide members with an update on the progress and performance to date of NY Highways, the County Council's company for the operational delivery of highway services.
Directorate	Environment
Service area	Highways and Transportation, Parking Services, Street Scene Parks and Grounds – Highway Operations
Lead officer	Nigel Smith – Interim Head of Operations, NY Highways / Head of Highway Operations NYC
Names and roles of other people involved in carrying out the impact assessment	Barrie Mason - Highways and Transportation, Parking Services, Street Scene Parks and Grounds – Highway Operations
Date impact assessment started	1 June 2023

Options appraisal

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

The teckal delivery model was approved as the preferred way forward for delivery of the highways service, therefore no alternative options have been considered as part of this report

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result, detailing estimated savings or costs where this is possible.

As part of this preferred delivery model, it was acknowledged this would provide greater flexibility for the (then) NYCC. Innovation and efficiency, alongside an ongoing challenge to reduce unit cost and deliver as much for the same budget or the same for less budget are an integral part of the operating model. Efficiencies and savings have been outlined in detail in the main body of this report

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APPENDIX B

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where</p>	<p>No impact (Place a X in the box below where</p>	<p>Negative impact (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
<p>Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	Emissions from travel	√			More effective scheduling and minimising travel distance during winter service and routine maintenance works journey planning	Ongoing procurement and replacement of fleet will also assist in minimising emissions	Sharing best practice across NY Highways and NYC
	Emissions from construction	√			Use of warm mix as opposed to cold mix materials in road and footway repairs.	Early partnership meetings to reduce / reuse / recycle will assist alongside working to NYC carbon reduction ambition	Use of NYH carbon counting tool when fully developed will identify areas for improvement/focus
	Emissions from running of buildings				N/A		
	Emissions from data storage				N/A		
	Other		√				

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where</p>	<p>No impact (Place a X in the box below where</p>	<p>Negative impact (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise waste: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>	√				<p>Early partnership meetings to reduce / reuse / recycle will assist alongside working to NYC carbon reduction ambition</p>	
<p>Reduce water consumption</p>				<p>N/A</p>		
<p>Minimise pollution (including air, land, water, light and noise)</p>	√			<p>More efficient scheduling of works will reduce overall miles travelled on highway network and therefore minimise air and noise pollution emanating from travelling vehicles</p>		
<p>Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>				<p>Some schemes delivered by NYH, such as drainage works, will reduce the risk of flooding on the highway network. The risk-based gully cleansing model identifies those parts of the drainage system requiring attendance</p>		<p>The gully schedule is updated on an evolving intelligence/data-led approach</p>
<p>Enhance conservation and wildlife</p>				<p>N/A</p>		

APPENDIX B

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where</p>	<p>No impact (Place a X in the box below where</p>	<p>Negative impact (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's Landscape</p>	<p>✓</p>			<p>Material choice in maintenance and improvement schemes wherever possible reflect the nature of the surrounding environment</p>		
<p>Other (please state below)</p>				<p>N/A</p>		

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

NY Highways has appointed an Environmental Consultant to assist with ISO accreditation, however this will also bring benefit in a wider sense (for example, guidance is currently being sought around proposed EA changes waste licences in 2024).

Close working across the delivery partnership from scheme inception stage also allows access to good practice from other organisations, such as wsp, who are a well-established global consultant with a well-established record of environmental good practice

APPENDIX B

Summary Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The former North Yorkshire County Council (now North Yorkshire Council) has brought its highways services back in-house through the teckal company, NY Highways Ltd.

NY Highways has a duty and a corporate responsibility to develop and deliver a Carbon Plan to align with the commitment made by the Council where they committed to achieve net carbon neutrality by 2030, or as near to that date as possible.

NY Highways also has a Carbon Management Plan applicable to all operations undertaken by NY Highways and its supply chain. The CMP encompasses:

- integrating low carbon thinking to manage and minimise whole life carbon.
- Development and implementation of a carbon accounting management tool to record and track carbon footprint and progress to net zero service.
- Optimising our fleet to improve efficiency e.g., improving mpg and setting fuel targets
- Prioritising initiatives on reducing unnecessary travel
- Development of Carbon Reduction Initiatives

Continual review and challenge will be key to success and the carbon management tool remains an integral part of ensuring that climate change remains at the forefront of people's thoughts from scheme inception to completion and in every other area of the business / service delivery

Sign off section

This climate change impact assessment was completed by:

Name	Nigel Smith
Job title	Nigel Smith – Interim Head of Operations, NY Highways / Head of Highway Operations NYC
Service area	Highways and Transportation, Parking Services, Street Scene Parks and Grounds – Highway Operations
Directorate	Environment
Signature	<i>N Smith</i>
Completion date	21 June 2023

Authorised by relevant Assistant Director (signature): Barrie Mason

Date: 29 June 2023



North Yorkshire Council Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee meeting: 10th July 2023

NATIONAL HIGHWAYS UPDATE ON MAINTENANCE AND IMPROVEMENT ACTIVITY

Document Title	North Yorkshire Council Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee meeting: 10 th July 2023
Author	Louise McCaul, Route Manager, Programme Development
Distribution	Committee members and Officers
Date	27/06/2023

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Introduction

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The purpose of this report is to update members on National Highways work on the Strategic Road Network in North Yorkshire.

The report provides a general forward look of current and planned work, as well as other activity.

Cyclic Maintenance

Maintenance of the highways (Motorways and all-purpose trunk roads) is undertaken following the guidance set out in the Design Manual for Roads and Bridges.

The type and frequency of maintenance depends on the asset, e.g. drainage, and the frequencies required are set out in appendices of GM701, a detailed guidance document.

For example, gullies should be emptied (including clearing covers) every two years.

If issues or defects are identified by routine inspections or reported by members of the public, there are set timescales for repairs.

Scheme Delivery

Delivery dates and traffic management arrangements are subject to change. Schemes in the forward programme are subject to internal governance approval and are subject to variation for reasons of inclement weather, and resource availability.

Improvements to our network are normally funded through our “designated funds”. These are subject to a national governance arrangement, which aims to prioritise the best schemes to make use of the available funds, on a national basis. There are multiple stages to the governance arrangements, so by the time we get to detailed design and construction planning we have reasonable confidence that the mentioned schemes will proceed to construction as planned. However the construction programme can still be adjusted through the governance process.

For renewal schemes we are planning a further iteration of the programme in August. This could change the forward programme depending on how much carryover of schemes we have. As we get towards the end of our financial year in March, schemes planned close to the end of the year are always at greater risk of moving into the next financial year if there is a relatively small variation in delivery timing. Wintery weather will frequently affect the delivery of schemes. We have also set out overarching principles for dealing with inflation pressures in this roads period which are reviewed by ORR (Office of Road and Rail) and aim for best value in our schemes and maintenance works by efficient contract management.

A1M Darrington to J49 at Dishforth (Area 33)

- The North Yorkshire County Council Improvement scheme on A1(M) J47 scheme (to which National Highways contributed significant funds) was open to traffic in 2022 and is now working as intended with no queuing on the mainline during the peak periods. National Highways and North Yorkshire County Council worked very closely to ensure the successful delivery of this scheme.

- Vale of York motorway service area (a third-party scheme) is progressing through the design stage with the Highways works expected to start in the Summer of 2024. This scheme involves significant works on NYCC and National Highways network. Both parties are engaging with the developer and will start to engage in formal S278 and S6/S4 Agreements.

A1M North of J49 at Dishforth (Area 14)

We have a number of schemes on the A1M north of J49.

Completed in 22/23:

- A1(M) J57 to 58 Northbound & Southbound pavement renewal.
- A1(M) J56-59 Lining renewal.
- A1(M) Ripon to Leeming – anti glare fencing renewal and planting.

Planned for 23/24:

- A1M J52 to 53 NB near Oak Grange Pond – pavement repair to resolve drainage issue.
- A1(M) J56 to 57 North Bound & South Bound pavement renewal.
- A1(M) J56 to 58 central barrier renewal.
- A1(M) J50 circulatory drainage.
- A1(M) J56 Barton Lightwell.

A66 (Area 14)

Schemes completed on the A66 in 2022/23:

- A66 Rokeby to Thorpe Grange carriageway resurfacing.
- A66 Bowes interchange to Coach & Horses carriageway resurfacing.
- A66 Sedbury Layby – footpath repairs/renewal.
- A66(M) boundary fence renewal

Planned for later in 23/24:

- A66 Carkin Moor – culverting a small section of stream in August 2023
- A66(M) Boundary Fence renewal (ongoing)
- A66(M) Filter Drain improvements and maintenance– March 2023
- A66 Blands to Blackwell cycle route – design being progressed.
- Ravensworth Drainage maintenance
- A66 Scotch Corner to Hartforth Resurfacing- eastbound and westbound.
- A66 Scotch Corner to Cumbria Lining- August 2023 and October 2023
- A66 West Grassland maintenance October 2023
- A66 Melsonby Crossroads safety improvements- design being progressed.

A64 (Area 12)

Schemes completed on the A64 in 2022:

- Stockton on the Forest to Sand Hutton drainage renewal
- Malton Bypass safety barrier renewal
- Harton bus stops and junction improvement
- Sherburn to Ganton drainage renewal
- Rillington Village drainage renewal
- Rillington East side pavement renewal
- Barr Lane to Claxton pavement renewal
- Musley Bank Westbound entry slip resurfacing
- Old Malton junction Improvement – safety improvement
- Sherburn to Ganton drainage renewal
- A64 Drainage repairs around Stockton-on-the-Forest
- Askham Bryan junction Improvement
- Flixton Carr – structure waterproofing

Planned for 2023:

- A64 Copmanthorpe, Staxton and Askham Bryan- Replacement of lighting columns that have been deemed as potentially defective. East bound exit and entry slips lighting
- A64 Seamer Station Railway bridge joint replacement- Replacement of the expansion joints and re-surfacing of the carriageway is planned to help maintain the structure and protect the substructure from deterioration.
- A64 Bondhill to Fulford Drainage
- A64 East Knapton to West Heslerton Resurfacing
- A64 Rillington Traffic Signal Renewal
- A64 Sherburn Traffic Signal Renewal
- A64 Staxton Traffic signal renewal and lighting renewal
- A64 Pickering-Brambling Fields- Askham Bar Sliproads Pavement
- A64 Sherburn Fire station Soakaway/Drainage- flooding hotspot- surveying, clearing soakaway and testing
- A64 Grasslands Maintenance
- A64 Malton Bypass East and West bound Resurfacing
- A64 Rillington West Resurfacing and from Rillington crossroads to fire station
- A64 Whitwell Dual carriageway East Bound Resurfacing
- A64 Pickering-Brambling Fields-Askham Bar Slip Roads Pavement
- A64 Interpretation Panels- Crambeck
- A64 Askham Barr to Askham Bryan Westbound Resurfacing
- A64 Tadcaster Bar- upgrade of lighting columns to LED
- A64 Scampston Hall – repairing and repointing wall between A64 and Scampston Hall Estate
- A64 Malton to Pickering DRUE (**Diversions Routes**) signs. Replacement or updates to diversion signage on verges and laybys.
- A64 Drainage Crambeck- Work to increase the capacity of drain near junction to prevent localised run-off and flooding.

- A64 Bondhill to Fulford Drainage Work to improve drainage in three areas in the verges and central reservation following issues identified after CCTV survey.

A19 (Area 26)

Our DBFO contractor completed the following scheme on the A19 in 2022/23:

- A19 Resurfacing between A684 (Ellerbeck) and A172 (Tontine)
- Three Tuns Bridge Repairs.

Planned for 23/24:

- Options for improving the safety between A172 (Cleveland Tontine) and Trenholme Lane (Black Swan) are being finalised and a series of minor improvements are being planned. These are subject to governance and financial investment scrutiny.
- Following the Coroner's Inquest over a fatal incident in October 2020 we are planning to improve a section of the highway between A61 (South Kilvington) and A168 (York Road) in 2023/24. This will include improvements to the drainage network and road restraint systems.
- A19 between Ellerbeck (A684) and Knayton. Safety improvements will be developed and designed during 2023/24.
- We continue to work with Natural England on the delivery of the Coast-to-Coast national trail. This includes the potential provision for a crossing improvement across the A19 near Ingleby Arncliffe. During 2023/24 we will develop the feasibility and options for a crossing. This is subject to governance and financial investment scrutiny.

North Yorkshire Council

Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee

Monday 10 July 2023

North Yorkshire Economic Growth Strategy

Report of the Corporate Director of Community Development.

1.0 PURPOSE OF REPORT

- 1.1 To provide a progress update on the development of the North Yorkshire Economic Growth Strategy and seek views on the first draft of the Strategy.

2.0 BACKGROUND

- 2.1 The opportunity to create and facilitate economic growth is a key opportunity afforded by Local Government Reorganisation. With a range of factors creating economic uncertainty and inequalities across the new Councils' geography it is a necessity that the Council has a clear, focused set of priorities to drive its economic development ambitions.
- 2.2 There are existing ambitious plans for supporting business growth, key sector development, generating inward investment, firing up the jobs and skills agenda, prioritising regeneration and improving infrastructure and connectivity. Underpinning those ambitions, North Yorkshire needs a sustainable, high-quality offer for residents, businesses, and visitors to make the most of the economic potential.
- 2.3 A new economic strategy for North Yorkshire Council will help to support and accelerate the delivery of these goals. It will provide a clear strategic framework on which to build a fit-for-purpose Economic Development delivery model for the new Council, ensuring that it is well placed to proactively drive future economic growth across the area and the North.

3.0 PROGRESS ON STRATEGY DEVELOPMENT

- 3.1 Development of the strategy has been undertaken in five stages, inception and scoping, baselining and evidence review, emerging strategic framework, thematic deep dives, and strategy preparation and finalisation. Receipt of the draft strategy at the end of May places us in the fifth and final stage of the process. The first draft is attached as Appendix A.
- 3.2 The document is a good reflection of the work and findings gathered to date but some strengthening, finessing, improving of structure and presentation will be necessary.

4.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 4.1 Consultations to inform the report thus far has occurred in three stages.

- i) A first stage consisted of series of scoping discussions with strategic senior level stakeholders including the Leader, Portfolio Holder, and Chief Executive to understand and set out the ambitions and priorities for the strategy.
- ii) The second round of consultations consisted of 15 semi-structured interviews (either 1-1 or small group interviews), three online workshops focused on Business, Innovation and Growth; Investment and Property; and on the proposed focus on a Agri-Food and Green Energy Cluster. Input was also obtained from attending delivery events of the team leading development of North Yorkshire's Local Skills Improvement Plan to ensure key messages on skills could be fed in.
- iii) A final round of consultations spans June and July 2023 and focuses on feedback on the draft from Members, internal directorates, and key external stakeholders. This will ensure the strategy aligns closely with other Council strategies and with the Strategic Vision and Economic Plan for the new Mayoral Combined Authority.

5.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 5.1 The Council Plan for North Yorkshire Council 2023 to 2024 lists Economy as one of its five key ambitions, with an ambition to deliver economically sustainable growth that enables people and places to prosper and that supports new and existing businesses to thrive and grow. One of the key priorities for the next four years, and a foundation for the Council's ambitions for economic development, is to develop a new economic strategy for North Yorkshire.
- 5.2 The strategy vision is to be an innovative, carbon negative economy driven by our productive and entrepreneurial business base and the places & communities that make North Yorkshire distinctive. As such the strategy has themes and objectives which will contribute to the Place and Environment, Health and Wellbeing and People priorities of the Council.

6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications arising from this report.

7.0 LEGAL IMPLICATIONS

- 7.1 There are no legal implications arising from this report.

8.0 EQUALITIES IMPLICATIONS

- 8.1 Consideration has been given to the potential for any adverse equality impacts arising from this strategy see Appendix B Initial equality impact assessment (EIA) screening form.
- 8.2 The EIA would indicate there are no equalities implications arising from this strategy.

9.0 CLIMATE CHANGE IMPLICATIONS

- 9.1 The vision stated at 5.2 above sets out the ambition of being a carbon negative economy which, when the strategy is adopted and implemented, will have positive implications for climate change.

- 9.2 Consideration has been given to the potential climate change impacts arising from this strategy see Appendix C Climate Change impact assessment screening form.
- 9.3 Whilst there are no climate change impacts directly from this report a full Climate Change Impact Assessment will be required when moving to adopt the strategy.

10.0 REASONS FOR RECOMMENDATIONS

- 10.1 To inform members of Overview and Scrutiny of progress in respect of the development of the Economic Growth Strategy and to seek their feedback on the draft Strategy.

11.0 RECOMMENDATIONS

- i) That the report is noted
- ii) Members are invited to provide feedback on the draft strategy

APPENDICES:

Appendix A – Draft Economic Growth Strategy
Appendix B – Initial Equality Impact Assessment screening form
Appendix C – Climate Change Impact Assessment initial screening form

Nic Harne
Corporate Director – Community Development
County Hall
Northallerton
23 June 2023

Report Author – Mark Haynes/Julian Rudd
Presenter of Report – Dave Caulfield - Assistant Director: Economic Development, Regeneration, Tourism & Skills

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

North Yorkshire Council Economic Growth Strategy



North Yorkshire Economic Growth Strategy - Draft

Prepared by:

Steer Economic Development
67 Albion Street
Leeds LS1 5AA

+44 113 389 6444
www.steer-ed.com

Prepared for:

North Yorkshire Council

Our ref: 243-039-01

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Foreword

North Yorkshire is a unique and special place. Its scale and industries make it integral to the North of England's economic future, and its landscapes, culture and history make it a fantastic place to live, work and do business. This Economic Growth Strategy is a key milestone, marking an exciting new phase for our economy. One where we take the lead on tackling some of the big economic challenges of our time such as net zero and energy security, and harness our strengths to combine accelerated economic growth with a carbon negative economy and outstanding quality of life.

The world is in a period of intense technological change, with advances in artificial intelligence, data and materials disrupting the way we all live and work and the way businesses operate. These changes affect us all, but they create the chance for us to rethink our economy and embrace the opportunities for growth that they bring. At the same time, our economic resilience is being tested – first by the pandemic, and then by conflict in Europe and other global uncertainties. We must be alive to these challenges, and ensure we target support at areas where it is needed to overcome them, and at areas where we have a unique part to play in finding solutions.

This Strategy comes at a critical time for North Yorkshire, and one of the most exciting in its recent history. Having recently successfully completed the local government reorganisation of seven district councils and one county council into a single unitary authority, the establishment of the new North Yorkshire Council presents a once in a generation opportunity to embed a new approach to supporting economic growth in North Yorkshire – one which recognises the area's unique scale and character and reflects the diversity and distinctiveness of its component parts.

Not only this, but North Yorkshire, along with its neighbour City of York Council, have successfully secured a devolution deal with Government. Subject to finalisation, this will lead to the creation of a new North Yorkshire Combined Authority, to be led by a Mayor elected in May 2024.

These developments put North Yorkshire at the forefront of economic development in England. This £750m devolution deal brings significant funding and powers to the region, and is a landmark moment in our ability to shape our own economic destiny. This includes £18m a year over 30 years to invest in growth, £13m for new homes and £7m to support our transition to a carbon negative economy. The deal will also provide powers to help shape plans in relation to transport, skills and regeneration.

The opportunities these changes create make this the perfect time to develop this Economic Growth Strategy. The culmination of extensive consultation and robust analysis, this Strategy will ensure that the new council has a clear understanding of its economic strengths, challenges and opportunities, as it embarks on its journey as a unitary authority. This will enable the Council to make informed decisions about how to direct its resources, and the resources available through the MCA, to best support economic growth in the coming years.

Beyond this, the Strategy provides business, investors, and other partners with a clear sense of North Yorkshire's growth ambitions. These can only be achieved by partners from all of these groups working together in partnership to realise our collective ambitions for this great place.

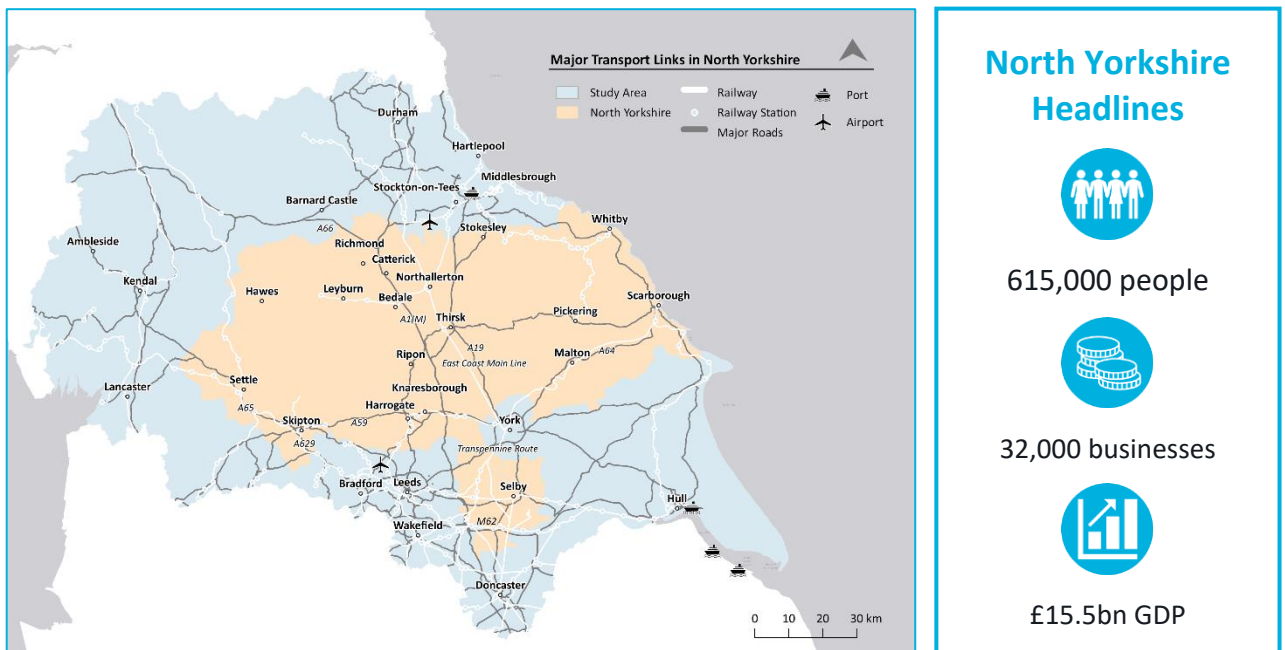
Executive Summary

1 Our Distinctive Places & Economy

Our distinctive role at the heart of the North

- 1.1 North Yorkshire’s sits at the heart of the Yorkshire and North East Regions. Its places, people, and businesses look to different places including York, Teesside and the North East, the Humber, West Yorkshire and Lancashire, creating opportunities to capitalise on the opportunities and assets those places offer. Through these relationships, as well as the strengths within its own borders, North Yorkshire has access to a vast range of employment opportunities, talent, research facilities and strategic transport infrastructure.
- 1.2 In a world of hybrid working and digital access, North Yorkshire is perfectly positioned to be an attractive location for business and for new residents who can benefit from its outstanding natural beauty and quality of life, connectivity, and agglomeration benefits of surrounding areas.

Figure 1-1: North Yorkshire’s Strategic Location & Links



Our Distinctive Places

- 1.3 North Yorkshire is a unique mix of high-quality places spanning urban, rural, and coastal locations. A breadth of cultural and heritage assets combine with thriving market towns all contributing to high quality of life and economic vitality. It is home to major towns with complementary strengths. Harrogate and Selby are both highly integrated with our neighbours in York and West Yorkshire, though their economies are markedly different. Selby, with a strong industrial heritage and excellent road links via the A1 and M62, is a major hub for manufacturing and energy generation, whilst Harrogate has a deep history of its own and an economy with strengths in finance and professional services. Scarborough meanwhile is a major service centre on the coast and mixes both manufacturing strengths with its status as a renowned coastal resort.
- 1.4 Alongside this, major employment sites both within and outside of towns, many of which provide links to our area’s proud industrial past, provide opportunities for accelerated future growth.
- 1.5 All of this is surrounded outstanding natural environment. Some of Britain’s finest coastline, two national parks and four Areas of Outstanding Natural Beauty all contribute hugely to North Yorkshire’s character and economy, and present opportunities for further growth whilst also protecting the characteristics which make them so special.
- 1.6 All of these places differ greatly in their economic and social characteristics, which in turn influences their priorities and needs, and their ambitions for the future. As such, in the Strategy we consider how our plans for growth in North Yorkshire may manifest differently in different parts of the County using the below place typology.

Figure 1-2: Our Place Typology

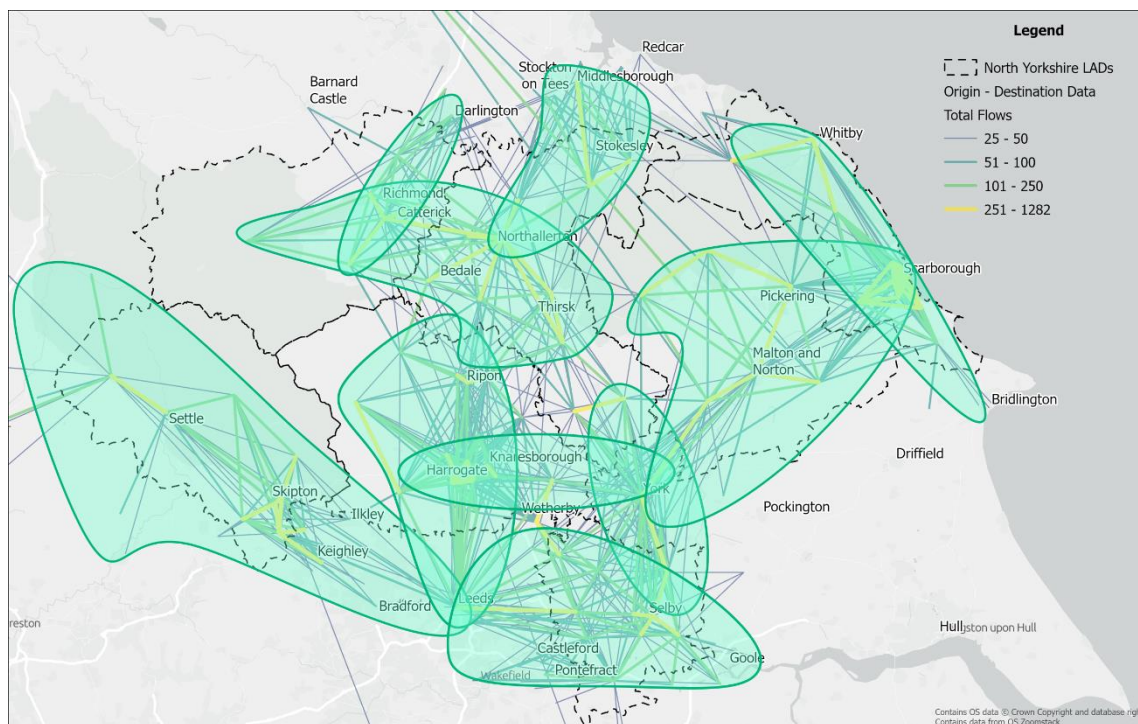
 <p>Urban Centres</p>	<p>Our primary economic centres, namely Harrogate, Scarborough and Selby. Each with diverse and distinct economies, they are magnets for residents, visitors and businesses and offer significant opportunities for growth & investment.</p>
<p>The ‘jewels in our crown’, our market towns are integral to our economic success. Each different in character, they offer vibrant culture and amenities, but must continue to adapt to meet the needs of people and business.</p>	 <p>Market Towns</p>
 <p>Rural Areas</p>	<p>The largest local authority by area includes two national parks and three areas of outstanding natural beauty. This unique environment drives many sectors, including tourism and beyond, and is home to varied communities with distinct needs.</p>
<p>Our stunning coastline attracts millions of visitors each year and offers major opportunities in emerging sectors such as offshore wind. As with rural areas, some communities face challenges around deprivation and access to opportunity.</p>	 <p>Coastal Communities</p>

- 1.7 We know that our economy does not exist in isolation and our success and prosperity is deeply intertwined with that of our neighbours. North Yorkshire residents commute beyond our

administrative boundaries to a host of neighbouring places. Critically, we recognise that our places – home to our enterprising businesses and talent pool – are integrated into industrial clusters and supply chains that span the North and beyond.

- 1.8 These relationships are exemplified on the map below looking at commuting patterns between our places and neighbours. This emphasises that North Yorkshire is a series of overlapping functional economic areas and highlights the strength of our integration into the wider Northern economy. From the strong knowledge intensive services sectors connecting Skipton and Harrogate to major cities like York and Leeds, to the manufacturing links between Selby and West and South Yorkshire. Manufacturing also forms part of our bond with the East Coast, where we merge with the Humber to form the Energy Estuary with strengths in renewables and offshore wind. Our energy and food production specialisms also connect us closely to our neighbours to the North, in the Tees Valley and beyond.

Figure 1-3: North Yorkshire Commuting Flows



Source: Census 2011 Origin-Destination data, ONS 2011

Our Distinctive Economy

- 1.9 With a population of 615,000, North Yorkshire is the third biggest unitary local authority in England, behind only Birmingham and Leeds. It is the largest local authority by land area, covering over 800,000 hectares – 5.5 times the size of the Greater London Authority.



Our economy produces **£15.5bn** of Gross Domestic Product (GDP) every year, and growth was outpacing the UK as a whole prior to the financial crash of 2008. Between 2010 and 2019 annual growth of **1.8%** was close to the 2% UK average.



Prior to the COVID-19 pandemic, which led to a 12.1% drop in GDP in 2020, North Yorkshire was making good progress on closing the economic gap to the UK. Productivity increased by **29%** between 2014 and 2020, outpacing the national 17% increase.



We are home to over **32,000 businesses**, predominantly small firms with strong survival rates. Our thriving, entrepreneurial business base is reflected in our business density - **466 businesses per 10,000 people**, increasing to over 500 in places like Craven, Harrogate, and Ryedale.



We have a working population of **295,000** employed across our diverse industrial base. This workforce is highly skilled, with **44% educated to degree level** – higher than the average for England and among the highest in the north. This includes over 50% in Harrogate and Craven, which has the highest proportion of highly skilled residents in the North outside of York. Skills are not however evenly dispersed, falling to 32.4% in Ryedale, and many highly skilled residents tend to commute out to surrounding towns and cities.

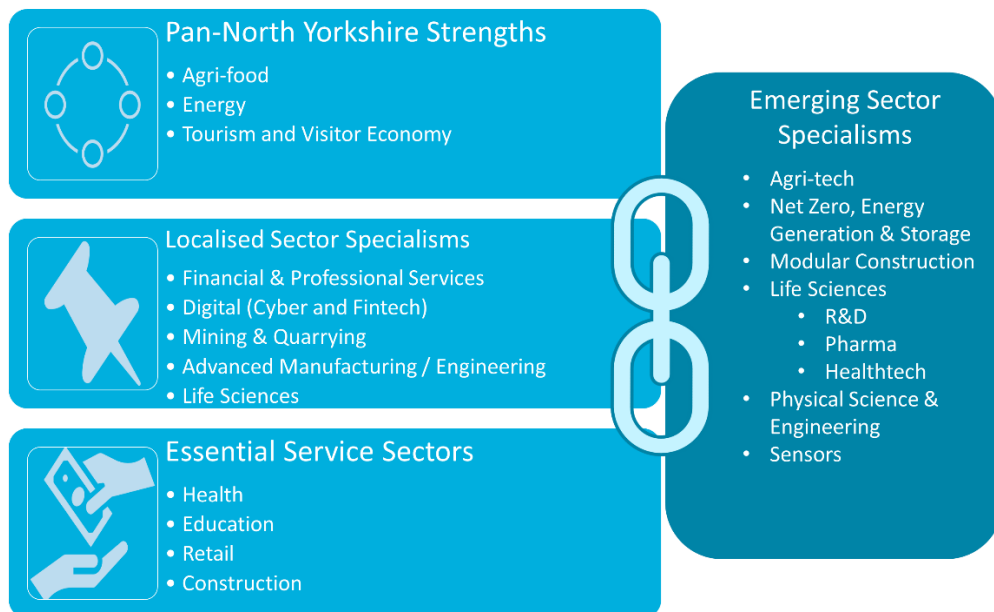


Our labour market is among the strongest in the North with an employment rate of **79.2%** and high levels of self-employment. However our workforce is ageing rapidly. More than 2 in 5 workers are aged 50+, and the area has double the national average share of early retirees.

Our Sectoral Strengths

- 1.10 Our industrial strengths are as diverse as our places. Many of these are well established and span across the whole of North Yorkshire. Other specialisms, whilst no less important, are more unique to a specific place. Alongside these, it is also vital to recognise the huge importance of essential service sectors, often referred to as the foundational economy, on which we all rely in our daily lives and which also provide tens of thousands of jobs.
- 1.11 Our comprehensive baselining, data analysis and literature review identified the below key sector strengths in existing and emerging industries.

Figure 1-4: Our Sector Strengths



Source: Steer-ED / Data City

Pan-North Yorkshire Strengths

- 1.12 **Agriculture, food and drink production** together directly employ more than 33,000 people – a concentration of employment (location quotient, LQ) more than 5 times higher than the national average with strengths right across North Yorkshire. This includes emerging strengths in agri-tech, with assets including Quorn’s Global Innovation Centre in Stokesely, and vertical farming in Selby where agri-tech employment is 7 times higher than the national average.
- 1.13 Aligned to this, our **energy generation** sector, with Drax at its heart and also encapsulating biorenewables and carbon sequestration, is nationally significant. It is no coincidence that these sectors thrive in North Yorkshire. They all benefit from our fertile land and natural capital to enable them to operate successfully here. They also face many shared challenges and opportunities – particularly as we progress towards a carbon negative economy.
- 1.14 Our **visitor economy** is also a major strength, employing more than 40,000 people and generating almost £1bn of economic output each year. Again, this is spread right across North Yorkshire with a diverse visitor offer in our coastal areas, national parks, AONBs and towns.

Localised Sector Specialisms

- 1.15 Our mix of businesses, assets and institutions gives rise to highly concentrated specialisms in certain places. In some places, these are deep-rooted and well developed such as **financial services** in Craven. Driven by Skipton Building Society, the sector employs 2,000 people in what was Craven district, and 3,000 across North Yorkshire. Other areas, such as Harrogate, have niche and emerging specialisms in areas such as digital payments.
- 1.16 **Advanced manufacturing and engineering** specialisms are located across North Yorkshire with strengths and characteristics varying from place to place. Selby in particular is a manufacturing hub, strongly connected to neighbouring areas in Wakefield and Doncaster with strengths in **manufacturing electrical equipment** and vehicles. Scarborough and Ryedale share some of these manufacturing strengths, particularly electrical equipment. In terms of niche and emerging strengths, Craven has a strong specialism in **pharma**, whilst **modular construction** is a key growth area in a range of places including Selby, Harrogate, Hambleton, and Craven.
- 1.17 The area is also rich in **scientific research & development**, with strengths evident in Harrogate, where life sciences-related R&D employs 1,500 people (LQ=3.6). 600 people are also employed in scientific R&D in both Richmondshire and Ryedale (LQ=4.2), where major assets include the National Agri-Food Innovation Centre and Fera. **Sensors** are a further key emerging specialism, with strengths evident across North Yorkshire but notably in Richmondshire and Harrogate.
- 1.18 The presence of GCHQ and the National Cyber Security Centre in Scarborough present an opportunity in the growing **Cyber** sector particularly when aligned to the activity of Anglo-American locally and the defence assets in Catterick and Leeming. The presence of Anglo-American’s polyhalite mine near Whitby underpins a highly concentrated mining & quarrying sector which employs 600 people locally.

Essential Service Sectors

- 1.19 These industries are a critical part of the economy – not only because they provide services which we rely on each day, through **health, education, and retail**, but also because they employ over 90,000 people in North Yorkshire. This includes 30,000 in health and care, 22,000 in education, 23,000 in retail and 15,000 in **construction**. Ensuring that jobs in these sectors are offer opportunities for entry, progression, and good pay, whilst also adopting new

practices and technologies which help them to become more productive, is therefore essential to the overall success of our economy.

Our challenges and opportunities for growth

Unique economy and unique opportunities...

- 1.20 Our Economic Growth Strategy reflects North Yorkshire’s unique geography, history and industrial strengths, and positions us to realise our ambitious growth plans in a changing national and international economy. It builds on the substantial work delivered by local authority partners and the York & North Yorkshire Local Enterprise Partnership in recent years to develop and articulate North Yorkshire’s distinct offer.

Technological change and the new normal...

- 1.21 However, this is not just business as usual and nor can it be. Both in North Yorkshire and beyond, there are fundamental shifts in how we live, work, and consume in our daily lives. The COVID-19 pandemic caused huge upheaval to people and businesses alike, and whilst many places are recovering well, there will be lasting impacts on how we commute, socialise, and do business. These in turn will shape the choices we make about where to live and how we travel.

Energy security and the Net Zero imperative...

- 1.22 Similarly, the net zero imperative continues to increase in importance and urgency, and the debate around energy generation, storage and consumption has been further disrupted by events in Ukraine and beyond. This has increased the focus of national government on energy security, and on related issues affecting the cost of living including food production and security.

Cost of living and inclusive growth...

- 1.23 These issues have direct implications for our businesses, residents, and communities. They increase cost pressures for business and for households and cause us all to reprioritise where we focus our spending and our time. For more deprived communities where budgets are already stretched, it is essential to ensure that there is sufficient secure employment with decent pay to enable people to live fulfilling lives.

Growth through innovation and collaboration...

- 1.24 North Yorkshire is already at the vanguard of efforts to tackle these challenges. It is a national leader in energy generation and food production, and has been ahead of the curve in its ambition to transition to a carbon negative economy. However, we still see relatively low levels of R&D investment locally and nationally with significant uplift in investment needed to drive productivity improvements. The opportunity to leverage our strengths to address these challenges is at the heart of our vision for this Strategy. To achieve this, we will need to be bold, innovative, and open for collaboration with our businesses and communities.

Trade and International Investment...

- 1.25 That collaboration does not stop at our borders. We will need to work more closely than ever with our neighbours around our sector strengths and complementary research assets. We will also need to work harder than ever to attract international investment into North Yorkshire to provide the space and capital needed to sustain higher growth and productivity. Through this, and through supporting our businesses to trade internationally, we can play our full role in the global economy.

2 Our Vision for Growth

Our Vision:

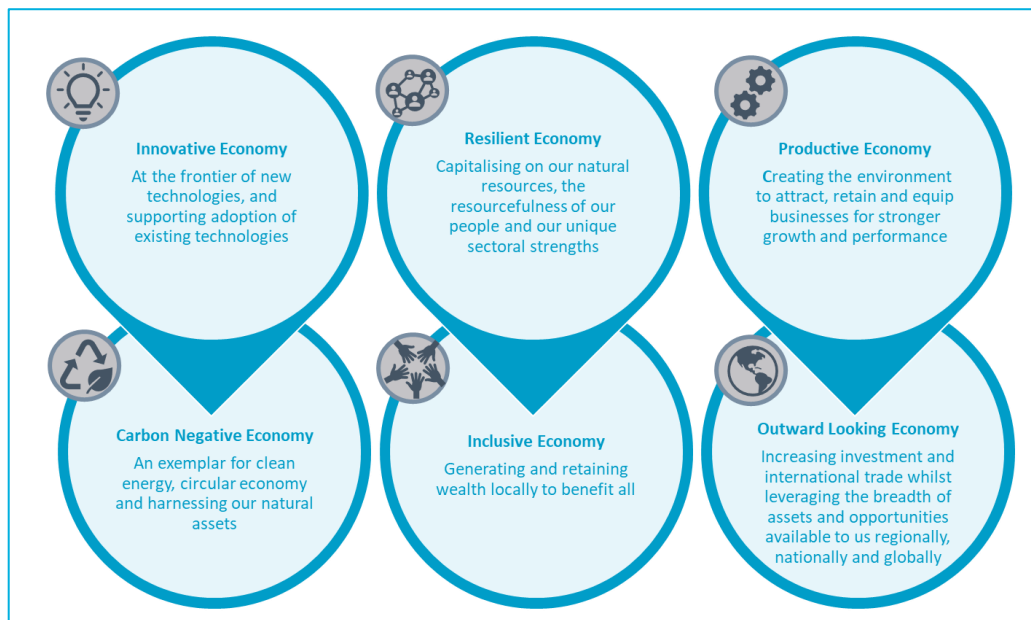
- 2.1 We want to attract investment and grow our economy to create opportunities for our residents and businesses. To achieve this, we need to make the most of our unique economic offer and set a new level of ambition for sustainable growth.

Our vision is to be an innovative, carbon negative economy driven by our productive and entrepreneurial business base and the places & communities that make North Yorkshire distinctive.

Our Principles

- 2.2 In achieving this vision, our activity will be underpinned by six principles. These principles will guide both the content and priorities of this Strategy, and the strategic and investment decisions that flow from it as it moves into delivery.

Figure 2-1: Our Principles



A Strategy Built on Three Pillars

- 2.3 Our Strategy is built on three pillars - Enterprise, Infrastructure, and People. These are the foundations upon which our economy is built and the key foci of our attention if we are to successfully deliver the accelerated and sustainable growth we want to see. They are all interdependent. Whilst the Enterprise pillar sits at the heart of our Strategy, all pillars acting together are necessary, but no one pillar alone is sufficient to achieve our goals. This is a point

emphasised by businesses, who consistently tell us that access to skills and people is a key barrier to growth, as is constrained infrastructure.

- 2.4 Given the centrality of the Enterprise pillar, this is covered in more detail than the others in this Strategy. In other Pillars, where this Strategy has less direct control over activity, we have taken a lighter touch approach but have identified actions that are essential to our growth ambitions. To make these actions a reality, we will collaborate closely with our partners across North Yorkshire and beyond to develop more detailed action plans for the aspects over which we have control, and to influence those areas for which primary responsibility for delivery largely sits elsewhere.



Pillar 1: Enterprise, Innovation & Growth Sectors supporting the growth of businesses in North Yorkshire with a focus on our existing and emerging sectoral strengths. **This is the central pillar and the primary focus of this Strategy.** We will target accelerated growth through increased investment and innovation among our own businesses, and through attracting new business aligned to our high growth, high skilled ambitions. Alongside this, we will support businesses throughout the economy to modernise and adapt to change through adopting new practices and technologies.



Pillar 2: Investment, Infrastructure & Connectivity recognises the critical role that physical and digital infrastructure plays in enabling growth and prosperity. This includes making sure that our town centres are equipped to thrive in the 21st century, and realising the vast potential that our strategic development sites offer. To achieve this, we will need significant enhancements to our infrastructure, including transport, energy, digital and housing.

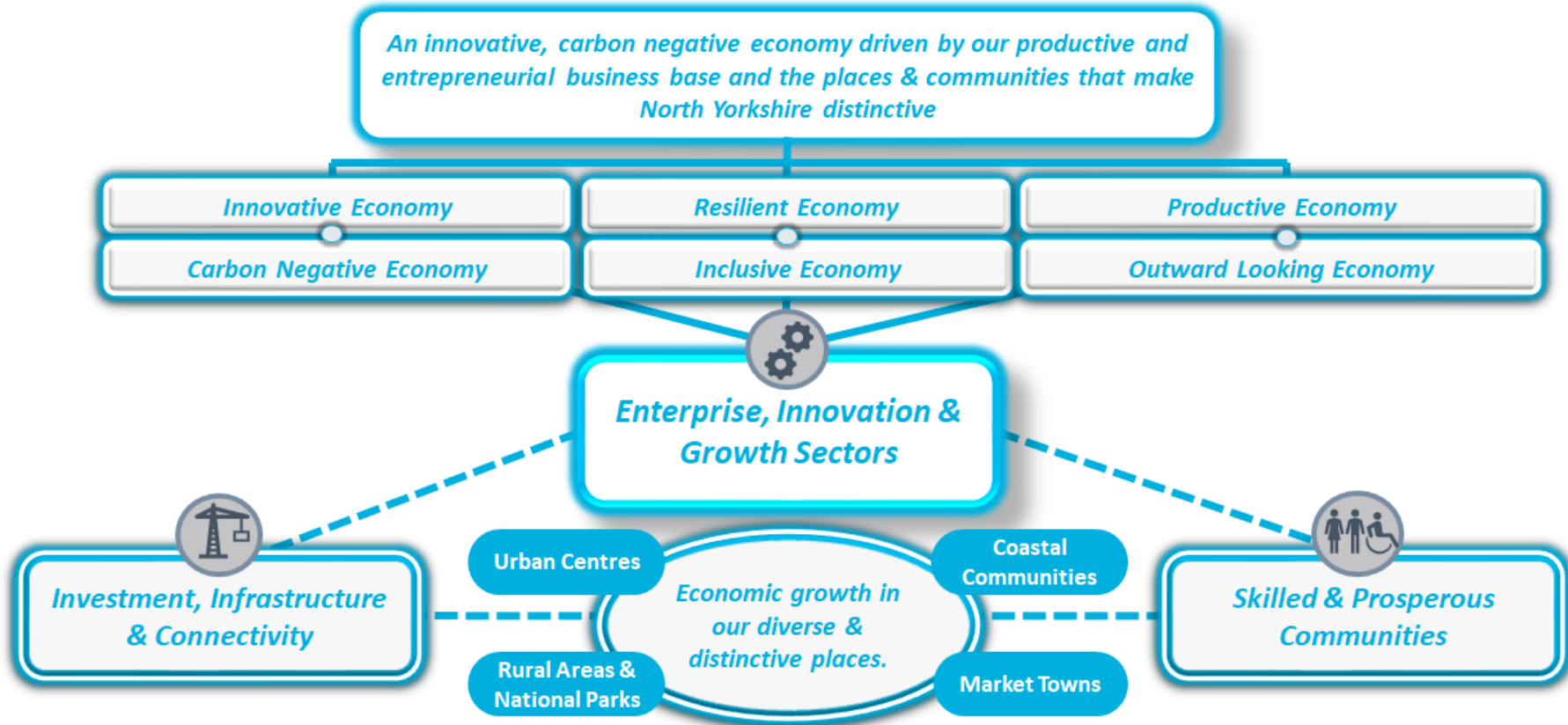


Pillar 3: Skilled & Prosperous Communities enabling all of our communities are able to participate in the economy and benefit from its success. Many of our residents are highly skilled and live in thriving, prosperous communities. But this is not the case for all, and demographic change risks exacerbating economic challenges. To address this, we aim to attract and retain a stronger mix of people at all life stages, and to ensure that our workforce has the skills business needs to grow whilst providing high quality, well-paying jobs.

- 2.5 The opportunities and challenges in each of these three pillars, and the actions required within them if we are to achieve our vision for growth, are identified in the subsequent chapters of this Strategy.

Our Strategic Framework

Figure 2-2: Our Strategic Framework



3 Pillar 1: Enterprise, Innovation & Growth Sectors

Introduction

- 3.1 This Pillar is about the business base that powers North Yorkshire’s economy and how it can further grow and prosperity. Our economy includes world leading businesses, a multitude of dynamic SMEs, and distinctive and sizeable sectors ripe for rapid and sustainable growth. Our ambitions are to unlock this potential and harness innovation to achieve growth that combines increases in business profits and productivity with good jobs and wages, and which supports our goals for a carbon negative economy.
- 3.2 To achieve this we must build on recent productivity improvements and capitalise on our sector strengths, whilst enabling good growth across the whole economy and creating an environment where more businesses start, survive and thrive. To do this, we will take forward action within the following themes:



Integrated Growth Sectors and Clusters



Innovation and enterprise



Essential service sectors and thriving local economies

- 3.3 We will build on and align with economic strategies covering York & North Yorkshire, neighbouring Combined Authority/LEP areas, and the City of York, as well as the York and North Yorkshire Routemap to Carbon Negative and the suite of key North Yorkshire strategies. Strong interlinkages with the other pillars in this Strategy include the importance of tackling infrastructure (Pillar 2) and skills (Pillar 3) based barriers to business growth.
- 3.4 Assets and opportunities that can support business growth across the themes covered in this pillar, including in key sectors, essential services, and innovation across the economy include:

University/HE expertise in nearby centres including York, Hull, Leeds and Teesside	GCHQ and Anglo American in Scarborough and its expertise in cybersecurity
Coventry University campus in Scarborough and University of Sunderland in Northallerton	P3P Horticultural Technology Park in Camblesforth, Stockbridge Technology Centre, and Co-lab Harrogate
Specialist FE colleges including Askham Bryan and Bishop Burton	Key initiatives such as Grow Yorkshire and BioYorkshire

<p>National Agri-Food Innovation Centre/York Biotech Campus and FERA at Sand Hutton</p>	<p>Business support via York & North Yorkshire Growth Hub - finance, skills, property, innovation, IT, trade and sustainability</p>
<p>Drax, bioenergy and carbon capture and storage opportunities</p>	<p>Large public sector employers/anchor organisations, their jobs and supply chains</p>



Theme 1: Integrated Growth Sectors and Clusters

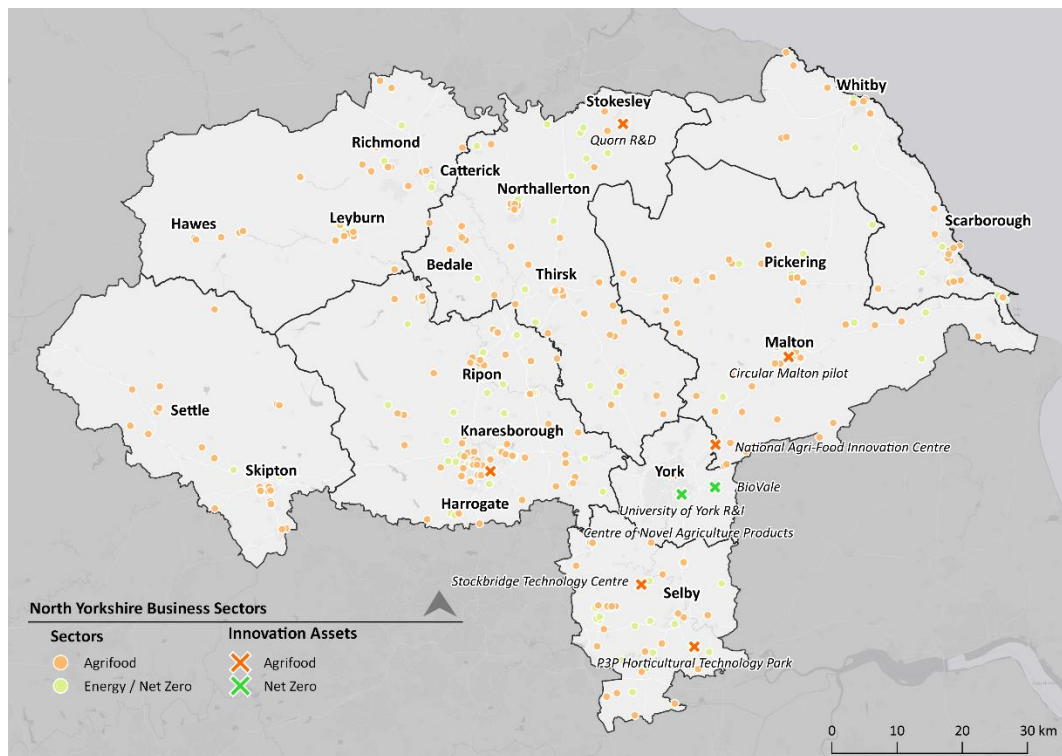
Overview

- 3.5 The success of key sectors within the North Yorkshire economy is vital. They make up a sizeable share of our business base and employment, and have the potential to drive future growth. Evidence shows that a ‘clusters’ approach which focuses on sectors with distinctive strengths; links businesses and their supply chains and academic expertise and public sector support; and fosters innovation and collaboration; can fast track success. Our approach is to do just that, based on industries that are especially pronounced here, whether across the whole County or in localised concentrations.
- 3.6 Our approach is informed thorough analysis of the North Yorkshire economy and the sectors within it, including looking at which are the most pronounced locally compared to national average. Our biggest specialisms are in crop, animal production, food, and beverage production. These, along with their supply chains, support sectors and related land-based industries (e.g. agri-tech, veterinary, forestry) which are four to five times more pronounced here than nationally.
- 3.7 Our green energy sector, anchored by Drax, is nationally leading and laden with growth potential. North Yorkshire produces far more bioenergy than any English region, and net zero industries such as renewable energy generation and energy storage and management are growing fast. Given the connection to land and natural capital, there are strong links to make between the County’s green energy, food, and agriculture strengths.
- 3.8 Beyond this, the visitor economy sector is also pronounced across the County, and there are localised specialisms unique to their local areas which play crucial roles in local economies.

Objective 1: Grow an Integrated Agri-Food-Green Energy Cluster

- 3.9 This cluster combines agriculture and related support services, agri-tech, food and drink production, land management and forestry, and green energy - including biorenewables, solar, other renewables and carbon sequestration. Evidence suggests that innovation can often occur at the intersection of related but different industries such as these, and there are wider connections and opportunities given shared core resources and challenges.

Figure 3-1: Agri-Food-Green Energy Businesses and Assets



Source: Steer-ED analysis of Data City, 2023

Action

3.10 Bringing together businesses and other bodies within the cluster will itself help to identify, refine, and develop key actions and initiatives, which will include:

- Establishing a driving force champion for the cluster, fostering networking and collaboration building on existing initiatives such as Grow Yorkshire and BioYorkshire;
- Driving innovation through enabling collaboration, linking businesses to centres of expertise and innovation within North Yorkshire and beyond; encouraging R&D;
- Launching ‘innovation challenge’ initiatives such as how to gain maximum value from a limited land resource and combining crop growing with renewable energy;
- Championing the development and adoption of new tech and digital solutions;
- Supporting cluster businesses with the transition to carbon negative, exploiting net zero opportunities such as around carbon offset and the circular economy; and
- Key Account Management (KAM) with cluster businesses and representatives to identify and address key barriers and opportunities.

3.11 Action will span the whole of North Yorkshire, but the nature of it will vary according to topography and geography – for example with different types of agriculture and land use in flatter areas compared to upland areas such as the North York Moors, and with R&D/expertise and larger businesses often based in or near urban centres.

Figure 3-2: Drax Power Station and the Pursuit of Carbon Negative

Drax Power Station and the Pursuit of Carbon Negative

Drax Power Station is the UK's largest producer of renewable energy, providing 12% of the UK's renewable power. That is 14 Terawatt-hours (TWh) or enough electricity to power 5 million homes. Over 700 people are currently employed at Drax and it supports 4200 jobs in Yorkshire & Humber. Coal was completely phased out in Spring 2023 and the plant now runs 100% on renewable biomass.



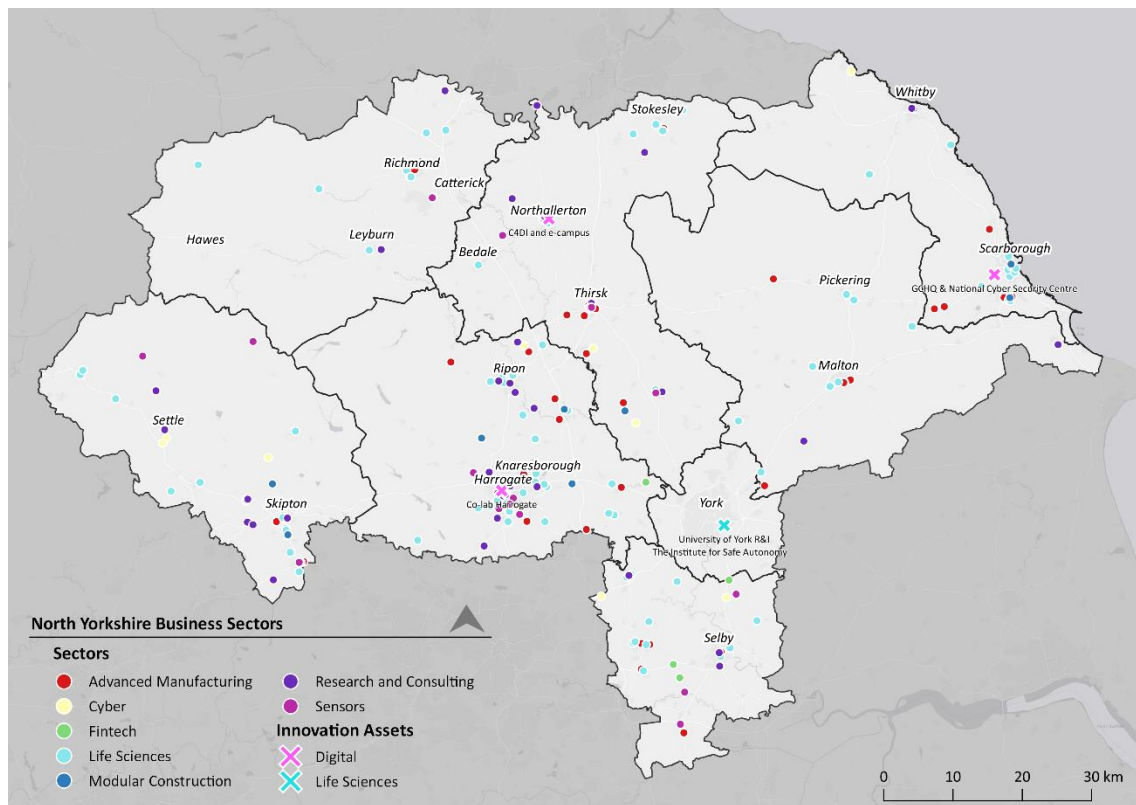
As part of the East Coast Energy Cluster, Drax sits at the heart of the UK's drive towards green energy and aims to be zero carbon by 2030. The £2bn BECCS (Bio-Energy with Carbon Capture & Storage) project aims to remove 8Mt of CO₂ from the atmosphere annually by 2030, significantly contributing to the UK's net zero ambitions as well as stimulating the local economy; 80% of the supply chain for the project will be UK sourced.

Drax also has a long history of in supporting renewable power generation in the UK, currently working with 2300 independent renewable generators, acting as a hub and distribution point for green energy to connect to the national grid. SEGL2 (proposed High Voltage Direct Current Superhighway from North Sea wind farms to Drax) and two huge proposed local solar farms (400MW and 250MW) connecting to Drax will significantly scale up those renewable resources in support of the UK's commitment to a carbon net zero energy system and North Yorkshire's carbon negative ambition.

Objective 2: Support the growth of localised sectors and clusters

- 3.12 This objective is about supporting the growth of sectors/clusters that are concentrated in particular localities. The sectors we focus on may evolve over time depending as local economies and their needs and opportunities change and evolve. In the first instance and based upon analysis of our existing and emerging strengths we will look to support and grow sectors/clusters focused on:
- Cyber - in and around Scarborough;
 - Engineering and advanced manufacturing (including modular construction) – mainly in the east of the County; and
 - Life sciences, pharma and healthtech – in and around Craven, Harrogate, and Selby.
- 3.13 Other areas for future consideration include defence related industries, sensors, professional/financial services and fintech.

Figure 3-3: Localised and emerging sector specialisms



Source: Steer-ED analysis of Data City, 2023

Action

- 3.14 Our first step will be to map and consult with the relevant businesses and stakeholders in more detail and to identify key needs, actions, and initiatives from the ‘bottom up’. We will look to develop sustainable and targeted approaches that focus on the few key things that will best deliver high quality and lasting growth. We expect activity to encompass networking, championing, and sector profile building, including working with the LEP/MCA to increase our international profile and promote our strengths to key markets. KAM activity and promoting innovation and advanced technology uptake will also be key to promoting growth.
- 3.15 This action is place based by its nature and opportunities will be taken to ensure that action supports wider principles in the Strategy such as transition to net zero, supporting good jobs and inclusion, and making links to assets, places, and businesses outside of North Yorkshire.

Figure 3-4: Anglo American and North Yorkshire’s Cyber Cluster

Anglo American and North Yorkshire’s Cyber Cluster

The Woodsmith Project is a truly unique development currently under construction in North Yorkshire. The state-of-the-art mine, owned by global mining operator Anglo American, is being constructed two miles south of Whitby in the North York Moors National Park.

Polyhalite ore will be extracted and transported outside of the National Park to Teesside on a conveyer belt system in an underground tunnel, avoiding any impact on the countryside above. It will then be granulated at a materials handling facility, with the majority exported overseas.

A key priority for Anglo American is to keep operations and employees safe and resilient in an ever-growing digital world. Across every aspect of the business, innovation is applied to ensure the safety of the workforce, sustainability and corporate performance. This is developing a replicable model of differentiated practices and capabilities designed to deliver superior value to all stakeholders.

Anglo American is a key stakeholder in the development of the North Yorkshire Cyber Security Network, alongside GCHQ, North Yorkshire Council and Coventry University Scarborough. Cyber security is a key sector for economic growth in the region, and as part of that opportunity, Anglo American launched its groundbreaking Cyber Security apprenticeship programme in Scarborough.

The course is demanding, combining work and study simultaneously, learning the most advanced cyber security tools available and working alongside experienced cyber security professionals to build the required knowledge and skills. Apprentices study for a nationally recognised qualification, gaining hands on experience with the latest security technologies to prepare them for a career in Cyber.

It is an exciting, comprehensive apprenticeship programme which focuses on developing sound knowledge of cyber security tools, network intrusions, penetration testing, threat intelligence and how to identify and protect against cyber threats. The two-year course leads to a Level 4 qualification and prepares candidates for roles including Cyber Threat Intelligence Analyst, Security Operations Analyst and Cyber Security Risk Analyst.



Objective 3: Develop and deliver a Visitor Economy Strategy

3.16 Tourism and the visitor economy is a key sector across North Yorkshire, and is closely linked to quality of place, culture, and the natural environment. It is underpinned by tremendous and distinctive local assets – including national parks and areas of outstanding natural beauty (AONBs), coastal resorts, and attractive centres such as Harrogate and our market towns - and has enjoyed some major successes in recent years. However, challenges remain including how to maximise the value and sustainability of tourism, not just visitor numbers; how to enhance the quality and pay of jobs within the sector; and how to address workforce and labour challenges.

Action

3.17 Given its centrality to North Yorkshire’s economy and the range of stakeholders involved, a Tourism & Visitor Economy Strategy is needed to understand in more detail the challenges and

opportunities in this space, and the actions required to grow the sector. This should seek to address the issues raised in this Strategy, including ways to increase both productivity and job quality in the sector, identify opportunities for year-round tourism activity, and to align the sector with North Yorkshire's carbon negative principals.



Theme 2: Innovation and Enterprise

Overview

- 3.18 Innovation and enterprise will be pivotal to the future productivity, growth, and resilience of the North Yorkshire economy. That includes more new businesses and social enterprises starting and existing ones scaling up, and accelerating innovation in businesses of all sizes and in every sector to drives new and improved products, services, and business models.
- 3.19 Evidence points to some undoubted positives in this space, but also some challenges:
- Productivity (output per hour worked) increased by 29% between 2014-20, far outpacing the 17% increase nationally. This is now 86% of UK levels (compared to 78% in 2014), so there is further to go but an excellent trend to build on;
 - North Yorkshire is home to over 32,000 businesses, almost 90% of which have fewer than 10 employees. Business survival rates are above UK levels but start up rates are only three quarters of national average; and
 - Levels of business innovation and tech adoption are relatively low. Addressing this will be important for growth and productivity particularly linked to opportunities such as around tech, digital and net zero.
- 3.20 A clear and collaborative approach that aligns closely with the business support offer at York & North Yorkshire level will be vital. We will 'hide the wiring' and connect businesses with the range of support they could benefit from. There will be strong links to the Pillars covering skills and infrastructure, as businesses regularly identify these as barriers to growth. We will make best use of innovation assets within North Yorkshire and also connect businesses to nationally leading expertise in neighbouring areas, such as universities and centres of excellence in West Yorkshire, Hull, Teesside, and York.

Objective 1: Connect businesses to support that helps them to thrive

- 3.21 Creating an environment, culture and business support offer that facilitates business formation, growth, and sustainable success. Much of this will be about signposting to and coordination with existing business support offers, with communication and uptake of this a key focus.
- 3.22 Business support should span the whole of North Yorkshire and be accessible to firms in more deeply rural areas (e.g. the national parks) as well as market towns and larger centres. Key principles such as inclusion (via employment/skills), being outward looking and transition to a carbon negative economy will be integrated into provision and given appropriate prominence.

Action

- 3.23 We will start by assessing the current and future business support offer with those already providing it locally and with business organisations, identifying any gaps or opportunities to widen, improve or refocus available support. We will proactively communicate available support and work with partners to promote a clear and integrated offer covering:

- Signposting or provision of general and rounded advice/support to SMEs covering core areas such as business planning, leadership and management, regulation, sales and marketing. This will combine basic advice for all businesses with more targeted support for scale ups and businesses in key sectors/clusters;
- More specialist areas of advice such as premises, resource efficiency/net zero, exports, local access to finance (as well as on innovation and tech/digital IT – see objective 2);
- Skills/labour issues and high performance working practices;
- A specific programme of activity to encourage and assist new business start-ups; and
- Key Account Management with large businesses and investors to identify specific issues and solutions for firms with the biggest economic impact, including in key sectors.

Objective 2: Promote and enable innovation

3.24 Innovation is a key driver of productivity, and is a pivotal factor that can support long term competitiveness and sustainable growth. We will adopt a twofold approach to innovation. Firstly, we will promote investment in and access to R&D and expertise to drive ‘frontier’ innovation in our high growth, high tech businesses and clusters. Secondly, we will encourage more widespread adoption of innovative technologies, processes and cultures across our business base, enabling all businesses to become more productive and competitive.

Action

3.25 The detail of action on innovation will be developed in collaboration with relevant partners, and be joined up with action on clusters/sectors and business support. It will include:

- Encouraging investment in innovation and R&D by connecting more businesses to centres of expertise such as universities and technology centres, with focus on the agri-food-green energy cluster and our specific localised key sector strengths. This will involve building on previous work to help higher education to become more tuned to business needs and opportunities, and make businesses more aware of the expertise available. Work will include promotion of mechanisms such Knowledge Transfer Partnerships which both help to seed innovation and expertise within companies, and help to channel and retain more graduates/postgraduates into businesses and the North Yorkshire economy;
- Making support available that will assist SMEs to respond to change and innovate in ways that keep them competitive long term and open up growth potential. We will focus effort and assistance on two areas where businesses will get left behind if they do not, and which offer considerable opportunity for generating efficiencies and for product and process development, these are:
 - Uptake of digital and advanced technologies, including fourth industrial revolution technologies such as automation, robotics and the internet of things; and
 - Adoption of practices and equipment that support transition towards net zero carbon.

3.26 These actions are relevant to businesses across North Yorkshire, and centres with a higher education presence (e.g. Northallerton, Scarborough) or technology/expertise centres (e.g. Selby, Ryedale, Harrogate) will have added focus as assets for others to connect to.

Figure 3-5: C4DI, Treadmills, Northallerton

C4DI, Treadmills Northallerton

Northallerton prison's long history is now embracing a digital future. Closed by the Ministry of Justice in 2013 it left a 4 acre brownfield site in the heart of the market town, with Historic England listing some of the very earliest buildings on the site that had been in use since 1788.

Hambleton District Council purchased the site and

undertook a masterplanning exercise to explore best use of the site, keen to have a strong economic element to help replace the jobs lost with the site's closure. Through a procurement exercise to secure a development partner developer Wykeland and tech hub operator the Centre for Digital Innovation (C4DI) came on board. Together the three parties have transformed the site which now includes C4DI Northallerton.

C4DI Northallerton helps digital business to grow and traditional business to innovate. The facility is a digital tech workspace with offices, touch down and collaboration spaces open on a community membership basis.



The facility's initial focus is on agriculture and food manufacturing due to the high concentration of these businesses in the area. By bringing together food and agriculture sectors with the tech sector, C4DI helps these sectors innovate and grow and is building an ecosystem of tech companies with unique supply chain and mentor access. This focus will broaden to serve other sectors over time.

C4DI provides access to a unique community of talented businesses and people who can accelerate innovation within their business as well as provide a perfect environment for team members to work and collaborate.

The economic element of C4DI sits amongst a mixed leisure and retail development, Treadmills which itself is adjacent to the historic High Street. Together they function as vibrant and complementary offers, an eclectic mixture old and new, that is proving a strong base for an emerging digital cluster.



Theme 3: Essential service sectors and thriving local economies

Overview

- 3.27 The majority of businesses and jobs within North Yorkshire are in high volume employment sectors across the public and private sectors. The performance of organisations in the ‘foundational economy’ is vital to our overall productivity, the profits of businesses and wages of their workers. Essential services like education, health and transport underpin a successful economy and quality of life.
- 3.28 It is vital to promote the efficiency and sustainability of businesses and organisations in these sectors across North Yorkshire. Whilst Theme 2 outlines our core business support for SMEs, this theme goes beyond that to focus on the economic benefits of high performance working practice and good jobs across the economy, and the role that ‘anchor organisations’ and others embedded in their local economies can play. These organisations help shape their local economies through local supply chains as well as local employment, and the services they deliver in their communities.
- 3.29 The evidence base shows that:
- Half as many businesses in York & North Yorkshire as nationally (4% v 9%) employ a set of high performance working practices - integrated processes, practices and policies which serve to deliver improved employee motivation and performance¹;
 - North Yorkshire has a higher than average employment rate, but at £556 per week (2021), median workplace earnings are below those in West Yorkshire and only 91% of national average. 20% of jobs (54,000) pay below Real Living Wage compared to 17% nationally, with low earnings more common in places such as Craven, Richmondshire and Ryedale;
 - Estimates suggest there to be around 180 sizeable anchor organisations rooted in York and North Yorkshire, including government, education and health organisations and large businesses. These are likely to employ over 100,000 people and have procurement budgets well into the billions of pounds²; and
 - The extent of local procurement and supply chains is uncertain, but could undoubtedly be strengthened.
- 3.30 There are opportunities to raise productivity and local health and wellbeing by increasing the adoption of best practice and building on assets such as anchor organisations, our skills base, community infrastructure and local identity. Doing so would link strongly to Pillar 3 on skills, to local level strategies and plans, and corporate policies across a range of organisations.
- Objective 1: Support high performance working to raise productivity across the economy**
- 3.31 This action is intended to enhance recruitment, retention, and productivity, as well as wellbeing, by enabling wider roll out of best practice in the private and public sector.

¹

<https://www.ynylep.com/Portals/0/adam/Stories/OhqgpV3Rg0aL68WCU08pNA/Body/High%20Performance%20Working%20practices.%20Research%20report.%20April%202022.pdf> (Data relates to adopting 14+ of 21 practices)

² Les Newby Associates and Nicky Denison/Wordfern Ltd for York & North Yorkshire LEP, York and North Yorkshire Anchor Organisations Research, June 2020

3.32 High-performance working practices (HPWPs) include business leadership, devolved decision making, performance and support systems which build trust, engagement and commitment with a few to driving greater performance and productivity. Activities can be applied across sectors including public sector bodies and the foundational economy. Research for YNY LEP cited above shows evidence of these practices being adopted in North Yorkshire but more needs to be done to raise awareness and increase uptake.

Action

3.33 Action will include:

- Raising awareness of high-performance working practices that can support recruitment, retention and productivity, and integrate best practice in this areas into business support advice, leadership and management skills support, and anchor organisation activity. This will include building HPWP into the future business support offer alongside YNY LEP, and adoption language and communication channels that resonate with business.

Objective 2: Harness the potential of anchor organisations and strengthen local supply chains

3.34 We want to strengthen local supply chains across the economy, and maximise the impact of anchor organisations – those who are rooted in an area and have a large impact on it through their employment, spending or functions. There is huge potential to develop local supply chains, increase the resilience of our economy and the proportion of wealth that is retained locally. Given the rural nature of North Yorkshire, anchor organisations can be considered to include key voluntary and community sector organisations, as well as sizeable businesses, local government, higher and further education, health bodies and housing providers.

Action

3.35 Action will include:

- Identify and connect anchor organisations who are interested in enhancing their economic impacts and wider benefits in North Yorkshire (or an area within it) through their employment, procurement and service delivery functions, their environmental policies or the way they connect to local communities;
- Review policies and practice and adopt new and innovative approaches that will enhance local impacts, including procurement policies/approaches that will increase opportunities for local businesses and SMEs to win contracts and deliver social value; and
- Carry out supply chain mapping in key sectors or targeted localities to identify opportunities where local supply chain development could facilitate local business growth

3.36 Anchor organisation-focused action is most likely to centre on urban centres and market towns where most anchors are based, but supply chains and employment connections to them can cover a much wider area. Action in this area has great potential to support an inclusive and resilient economy principles as well as carbon negative transition. As such, North Yorkshire Council itself has a key role to play in acting as a role model to champion this approach.



Driving Growth Across Our Distinctive Places

<p>Market Towns</p>	<p>As hubs where many businesses are concentrated, including in the agri-food-green energy cluster and local sectors, market towns will benefit strongly from business growth and support. They will also benefit from anchor organisations and supply chain-based activity.</p>
<p>As well as the benefits above, urban centres have pivotal roles around innovation, given presence of R&D, HE expertise and technology centres in/near to Harrogate, Selby and Scarborough. The latter also has a concentration of anchor organisations.</p>	<p>Urban Centres</p>
<p>Rural Areas</p>	<p>Much of the agri-food-green energy cluster is based in rural areas, and they will benefit from higher value businesses and jobs. Designated areas are also likely to gain from higher value tourism, and from economic opportunities around stewardship of natural capital and carbon offset potential.</p>
<p>Scarborough will benefit as an urban centre and the heart of cyber sector growth, and coastal areas are also well placed to benefit from servicing offshore renewables growth. Other parts of the coast will benefit from the visitor economy, with Whitby benefiting as a market town and a tourism hotspot.</p>	<p>Coastal Communities</p>

4 Pillar 2: Investment, Infrastructure & Connectivity

Introduction

- 4.1 One of North Yorkshire’s key strengths is the diversity of its places – its urban centres, market towns, national parks and rural and coastal areas all play critical roles in the economy. But each of these places has different needs in terms of the infrastructure within them – their mix of residential and commercial property, energy supply, digital and transport connectivity and their unique culture and heritage all shape opportunities for development and regeneration.
- 4.2 Strong connectivity between places is equally important. This is particularly critical in an area as vast as North Yorkshire, where the distance between places can make connectivity complex and challenging, and where strong enabling infrastructure such as digital and energy can often mean the difference between success and failure for business.
- 4.3 This Pillar is about making the most of our opportunities for development to deliver enhanced growth, good jobs and high quality developments befitting our places and communities. To achieve this, it is imperative we have excellent infrastructure that enables growth, whilst maintaining and enhancing the character, quality and accessibility of our places and environment.
- 4.4 Our economic ambitions must both influence and align to the York & North Yorkshire Spatial Framework and Plan for Growth, and North Yorkshire’s Strategic Transport Prospectus and Local Transport Plan. Our Economic Growth Strategy will inform refreshes to these plans as they emerge under the new council, as well as plans for housing and affordable homes.
- 4.5 To do this, we will deliver actions against the following three themes:



Enabling Growth & Development



Transport & Digital Connectivity



Housing Supply & Affordability



Core Theme: Enabling Growth & Development

Overview

- 4.6 The entrepreneurial spirit North Yorkshire is famous for is reflected in its high business density and high concentrations of SMEs. However, many of these businesses have historically struggled to grow and scale within North Yorkshire, often forcing them to look further afield to realise their growth ambitions. This, in part, reflects a lack of suitable accommodation to enable them to grow locally.
- 4.7 Meanwhile, North Yorkshire has historically not punched its weight in attracting the private investment it needs from external investors. This has made unlocking our major development sites more challenging, and has meant that such sites have not always attracted the inward investment the area needs to drive growth, innovation and productivity.
- 4.8 This Strategy commits us to a more proactive, collaborative approach to delivering our sites and attracting increased levels of private investment aligned to our strengths and strategic priorities.
- 4.9 We must capitalise on our sectoral strengths and our strategic location at the heart of the North - with access to ports in the Humber and Teesside, airports in the North East and West Yorkshire, strategic rail links via the East Coast Mainline and strong North-South road links via the A1. Activity in this pillar aligns strongly with our principles for an outward looking economy that is well connected to its neighbours and global in its ambition for growth and investment.
- 4.10 Many of our key development sites are ideally located to capitalise on this but these sites share some common challenges to meet the needs of high value investors. Chief among these is ensuring that they have the energy infrastructure and grid connections needed to both provide occupants with the capacity they need, and to enable businesses to return renewable energy to the grid.
- 4.11 Our myriad urban centres and market towns are another key strength. Their outstanding quality of life is part of what makes North Yorkshire such an attractive place to live, and to start and grow a business. But as our previous Future Towns analysis has identified, these towns must continue to evolve if they are to remain attractive and prosperous in the modern economy. Significant strides have already been made in this space, with major investments in digital infrastructure and town centre Wi-Fi one key example. But the Covid-19 pandemic has had, and will continue to have, profound implications for how residents, visitors and businesses use town centres. Our town centre offer must therefore adapt and keep pace.
- 4.12 Growth will predominantly occur in our urban centres and market towns, and on the brownfield development sites across North Yorkshire, generally closely aligned to our key transport corridors. However, all places have their role to play in supporting economic growth, including in the national parks which offer significant potential. Coastal areas too have much to gain from accelerated growth and diversification.

Objective 1: Equipping our Towns for the 21st Century

- 4.13 Substantial work has been undertaken to understand and evidence the critical role North Yorkshire market towns, and our larger centres in Harrogate, Scarborough, and Selby, play in

driving growth. We also have a strong understanding of the challenges they face post-Covid, when digital connectivity is more important than ever, and both businesses and people demand high quality spaces, flexibility and sustainability. Now is the time to drive forward our ambitions to make our towns exemplars for modern living, with the mix of homes to meet the needs of people at all stages of life and the business environment to enable growth and investment whilst protecting our towns’ unique character.

Action


4.14 We will develop investment plans for our town centres to enable them to thrive in the modern economy. Whilst the type and scale of interventions required will differ from place to place, these investment plans should seek to ensure towns are:

- Enabling enterprise through digital infrastructure and highly connected business hubs which provide flexible space to enable collaboration and support growth. A proactive approach is required to ensure town centre premises meet business need and provide an appropriate mix of retail, leisure and commercial property – enabling changes in use type where appropriate;
- Sustainable settlements with significantly enhanced active travel options (particularly in urban centres), public transport which connects residents to employment and education, and investment in infrastructure which improves climate resilience. We will support businesses and communities to build on existing circular economy strengths to drive sustainable growth in our towns; and
- Protecting heritage and promoting growth with targeted investments which regenerate and protect our towns’ cultural and heritage assets. Ensuring the viability of our heritage through identifying appropriate uses for underused buildings, and enhancing our public realm to attract a diverse range of visitors. Ensuring that future investment in town centre infrastructure from highways to digital and energy is aligned to growth ambitions and recognises each town’s characteristics and growth potential.

Figure 4-1: Selby Station Gateway Programme

Selby Station Gateway Programme

This programme, funded through West Yorkshire Combined Authority’s Transforming Cities Fund, aims to strengthen links between the station and the town centre and create brand new connections between the station and proposed new homes and business developments in the area. It will boost public transport use, build high quality infrastructure for people to travel by bike or on foot, and help reduce reliance on travel by car.



£17.5m has been allocated for the work plus a further £8m capital funding committed by the former Selby District Council. The project will deliver:

- New access from the east side of the station
- New station frontage and public space, with a direct walking and cycling route through Selby Park to the town centre.
- A new walking and cycling route beneath Bawtry Road bridge.
- Reconfiguration of the bus station and improved facilities for, with better links between buses and trains

- Relocating parking to the east side of the station
- Upgrading footpaths and cycle routes along Ousegate

The project is due to start on site in January 2024, with completion by the end of 2026.

Objective 2: Delivering Sites for Growth and Investment

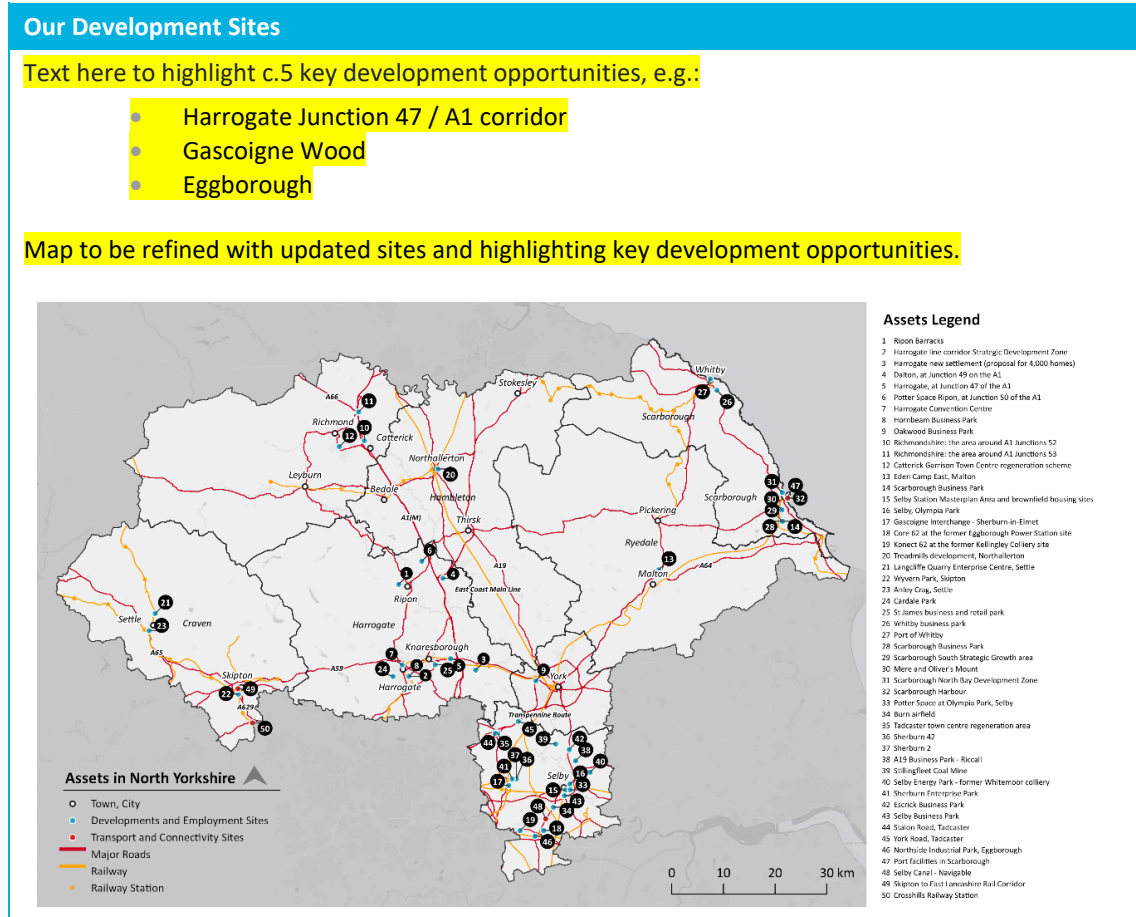
- 4.15 North Yorkshire has a number of large, nationally significant development sites either ready for development or in the pipeline. These include key sites along the A1 corridor, with opportunities for development from Harrogate (Junction 47) through Hambleton (Dalton, Leeming Bar) and Richmondshire (Junctions 52 and 53). These sites alone provide over 100ha of land for uses including food & drink manufacturing, logistics and office space. A similar quantum of developable land is in the pipeline on former colliery and power station sites at Kellingley and Eggborough respectively.
- 4.16 The successful development of these sites and others, and securing occupiers who generate highly skilled, well paid and productive jobs, will be critical to realising our growth ambitions.
- 4.17 A lack of suitable sites and premises is a common constraint on business growth. This ranges from a lack of start-up / incubation space, through mid-sized units looking for businesses to scale and grow and larger premises for larger businesses and inward investors.
- 4.18 There is evidence of all these accommodation types being available and working well in parts of North Yorkshire, but there remain significant gaps. Existing available high-quality stock is limited and these issues stifle the growth ambitions of our local entrepreneurs, or force them to relocate activity in neighbouring areas to realise their plans.
- 4.19 Addressing these issues is particularly pertinent right now, when construction costs and labour constraints continue to affect the viability of many sites.

Action

- 4.20 To attract investment and accelerate development we will:
- Forge stronger, more collaborative relationships with developers to accelerate delivery of development sites. We will proactively explore available levers, financial instruments and delivery models to enable the development of sites with viability challenges, including exploring what additional levers may be available through devolution;
 - We will use the opportunities presented by local government reorganisation to be more proactive and solutions-orientated in bringing forward key developments, from pre-application engagement to land acquisition and joint ventures. This will also include a multiagency approach to addressing key development challenges such as energy and digital infrastructure;
 - Working in partnership with the new MCA via Invest in York & North Yorkshire and the increased profile an Elected Mayor will bring, we will take a more proactive and targeted approach to attracting investment, both for the development of our sites and for attracting occupants. We will work closely with the MCA's trade & investment and sector development teams to promote and target inward investment linked to our key growth sectors and emerging opportunities.
- 4.21 To address the lack of supply lack of premises so that we can grow, retain and attract business across their growth cycle, we will:

- Undertake a business space demand study to provide a holistic view of North Yorkshire’s business premises and identifying gaps for start-ups on the small to medium scale. This will include studies in the National Parks with a view to potentially creating Rural Business Hubs if demand is there; and
- Work closely with developers to align development with identified business need and market sites strategically in line with growth opportunities.

Figure 4-2: Our Development Sites



Objective 3: Future Proofing Energy Infrastructure

- 4.22 Challenges in grid connectivity are currently viewed by business as a key barrier to growth and a threat to North Yorkshire realising its carbon negative ambitions. Nationally 40% of renewable energy projects face a wait of more than a year to connect to the grid. North Yorkshire businesses cannot wait that long. This is holding up site development and preventing renewable energy projects from getting off the ground.
- 4.23 Our strengths in energy generation and net zero mean we are both at the sharp end of the issue, and ideally placed to find solutions. Addressing this challenge will be critical to achieving our ambitions – both for accelerated economic growth through unlocking key sites, and for our transition to a carbon negative economy.

Action

- 4.24 To find solutions to this challenge we will:

- Adopt the collaborative approach to enabling development outlined above. We will play a proactive role in convening partners to find solutions to our energy infrastructure challenges; and
- Building on work already underway through the LEP, we will come together with partners including the National Grid, Northern Powergrid, developers, business, and public sector institutions to resolve issues connecting our sites to the grid with a laser-focus on unlocking our most strategically important sites.

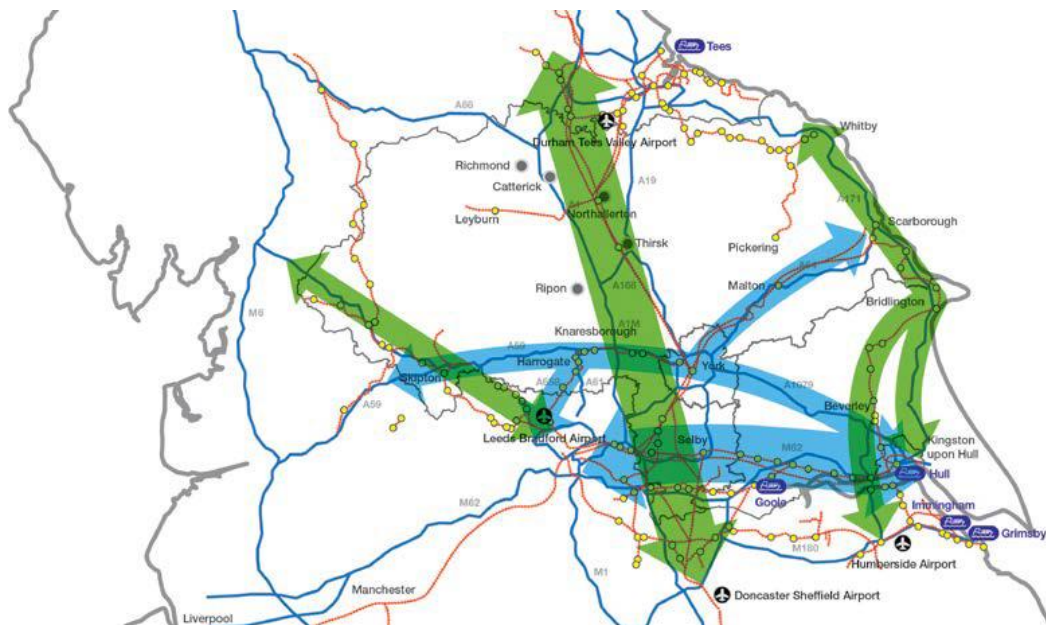


Enabling Theme 1: Transport & Digital Connectivity

Overview

- 4.25 Connectivity plays a critical role in driving economic growth, and that is undoubtedly true in North Yorkshire. Although commuting patterns have changed post-covid, it remains vital for workers to be able to access jobs, learners to be able to access education, and residents to access services, meaning strong transport connections are vital. Similarly, significant industries in North Yorkshire are highly reliant on efficient and integrated transport networks. This includes, for example, the energy sector where the role of rail in providing freight to Ferrybridge and Drax is key, and in tourism, where visitor destinations must be accessible via an integrated passenger transport offer.
- 4.26 Both within North Yorkshire and beyond, we have strong North-South connections, by rail via the East Coast Mainline, and by road via the A1 which, as noted above, provides a strategic growth opportunity in its own right. The LEP’s Spatial Framework (2019) highlighted the A1 corridor as a Strategic Transport Corridor running North-South, as well as corridors up the coast from Hull and North West from Leeds.

Figure 4-3: North Yorkshire Strategic Transport Corridors



Source: York, North Yorkshire, East Riding and Hull Spatial Framework, Richard Wood Associates, 2019

- 4.27 The same study also highlighted East-West Strategic Transport Corridors, on the A59 from Skipton to York via Harrogate, and the A64 east of York to Scarborough. However, East-West

connectivity remains a barrier to growth in many places, with upgrades required to East-West road links, particularly the A59, A64 and A66, to enable our growth ambition. Whilst some improvements to these roads are planned, early delivery of elements such as the dualling of the A64 east of York are a priority, although part of Highways England's Road Investment Strategy are yet to be delivered.

- 4.28 On rail, there are significant potential growth opportunities arising from the Transpennine Route Upgrade but it is imperative that North Yorkshire continues to make the case, along with its Northern partners, for high speed rail investment in the North via the full delivery of Northern Powerhouse Rail and the delivery of HS2 East north of the Midlands.
- 4.29 Access to opportunities for learning and employment remains a challenge in parts of North Yorkshire, where a lack of regular, reliable bus services outside of core hours makes commuting via public transport all but impossible. This issue is not exclusive to rural areas but is also evident in some more developed places including Scarborough. This can inhibit aspiration, ambition and therefore long-term economic prospects in these communities. Similarly, the lack of early/late bus provision prevents people from accessing shift-based employment, as well as the evening and night time leisure offer.
- 4.30 Improving the frequency and reliability of public transport is a vital component of our carbon negative ambitions, as is increasing active travel which can also help to ease congestion in towns such as Harrogate and Scarborough.
- 4.31 Whilst this Strategy is not the primary vehicle for addressing all these connectivity issues, it is vital to emphasise that accelerated economic growth and the transition to carbon negative cannot be achieved without complementary investment in strategic transport initiatives which align to the identified sectoral and spatial opportunities. We must align our economic, land use and infrastructure planning strategies to unlock and achieve our sustainable growth ambitions. Our Economic Growth Strategy will be a material consideration for our forthcoming Local Transport Plan (LTP5), refreshed Strategic Transport Prospectus and as the new MCA develops its Key Route Network.
- 4.32 Digital connectivity will also play a vital role in connecting people to jobs and opportunities for learning and leisure. Whilst significant progress has been made on digital infrastructure in many parts of the County, there remain areas with little or no broadband or cellular internet coverage. Significant investment in Wi-Fi in town centres has provided strong connectivity in these places, and there are further opportunities to leverage this for business growth and service provision.

Priority 1: Ensure alignment of economic growth ambitions with connectivity plans

- 4.33 In order for the economic growth ambitions set out in this Strategy to be realised, there must be strong complementary investment in transport and digital connectivity. Investments required on specific routes and corridors are outlined above, but future plans for strategic investment in transport and digital connectivity should explicitly consider how they support accelerated growth and increased economic participation.
- 4.34 Similarly, major improvements to key transport infrastructure such as the Transpennine Route Upgrade, Northern Powerhouse Rail and major road schemes have the potential to have a catalytic impact on North Yorkshire's economy in the coming years. Maximising the benefits of these plans should be a priority when shaping local economic growth interventions.

Priority 2: Future-proofing the transport system

- 4.35 The push towards more sustainable travel across all modes will have profound implications for all places, but this is particularly true in North Yorkshire where private car use is relatively high. Significant investment in Electric Vehicle infrastructure is planned, with 3,500 charging points in the pipeline in North Yorkshire. Ensuring that this rollout, and associated investment in the energy grid, can keep pace with demand is vital to delivering growth and carbon reduction targets.
- 4.36 Alongside this, the Local Government Reorganisation and forthcoming devolution provide opportunities to explore a new approach to public transport. This is essential if workers and learners are to use public transport to access opportunities, particularly from rural areas. Active travel, public transport connections and digital connectivity should be key considerations in bringing forward new sites for employment and housing to ensure people and places are sustainably connected to learning and employment opportunities.

Priority 3: Remaining a pioneer in digital connectivity

- 4.37 North Yorkshire has led the way in digital connectivity among areas with similar mixes of urban and rural places. Through Nynet, the Council-owned fibre network provider, North Yorkshire has provided public WiFi in 20 of its town centres. This is providing opportunities for innovation in delivering public services and new growth opportunities for business. It is important to continue to drive forward investment in digital connectivity, including a push towards full fibre in all towns, and providing connectivity to all properties. These investments will be vital in ensuring North Yorkshire's towns and communities can participate fully in the post-covid economy and should be considered as part of Town Centre Investment Plans.



Enabling Theme 2: Housing Supply & Affordability

Overview

- 4.38 Our economy faces challenges around labour supply, with an ageing workforce and difficulties around attracting and retaining younger people. Ensuring access to an appropriate mix of affordable, high quality housing is crucial to attracting new residents of all ages to North Yorkshire, and ensuring that those raised here are able to continue to live and/or work in their local communities.
- 4.39 Housing affordability is a key challenge for North Yorkshire. Average house prices exceeded ten times workplace earnings in Harrogate in 2020, and exceeded 8 times earnings in three other districts. Only Selby and Scarborough had affordability ratios below that of the national average. The picture is similar when looking at private rented properties, with rents in Harrogate almost 50% higher than in Scarborough.
- 4.40 Housing also forms an important element of our drive towards becoming a carbon negative economy. More than a quarter (29%) of our emissions come from domestic sources, and 15% of households live in fuel poverty, increasing to almost 19% in Scarborough. Addressing these issues will require significant investment in housing retrofit, alongside ensuring that new developments meet the highest standards of efficiency and sustainability.
- 4.41 The changes in commuting patterns and increased home working seen during and post-covid present an opportunity for North Yorkshire to capitalise on its high quality of life offer and

strong transport links to major cities such as Leeds and York. This has the potential to attract a broader range of residents, including younger people and families for whom a high degree of home working is now the norm. It is important our housing offer is an enabler not a barrier to this, with new builds providing full fibre digital connectivity, and space at home to both live and work. This offer should also integrate with town centre proposals outlined above, to provide space for remote workers to co-locate and collaborate in our places.

- 4.42 A refreshed Local Plan for the new Council, as well as close collaboration with partners such as Homes England, will be key delivery routes for the above ambitions.

Priority 1: Enable availability of an appropriate mix of housing tenure and stock to attract and retain people of all ages

- 4.43 Future plans for housing development should consider the issues raised above and ensure that new homes provide opportunities for those of all ages and demographics to live in North Yorkshire. We recognise the need for additional housing in North Yorkshire, with a diverse mix of housing types including affordable and social housing alongside wider housing development.

- 4.44 In delivering a mix of property types and tenures, we must increase the overall supply of housing to attract and retain residents. New housing supply should link to wider objectives for well connected places:

- physically through enhanced transport infrastructure and public transport options;
- sustainably through an increased focus on active travel modes; and
- digitally through equipping homes with the best possible digital connectivity and spaces that enable home working.

- 4.45 We also expect all new homes to meet excellent design standards – both environmentally, and in terms of design standards that are sympathetic to their location. Through this, we can increase the supply of high quality housing, attracting more workers businesses tell us they need in all sectors of the economy.

Priority 2: Identify economic opportunities from housing decarbonisation

- 4.46 North Yorkshire’s carbon negative ambitions, combined with high energy costs and elevated levels of fuel poverty means that further work is needed to identify opportunities to decarbonise housing. This should be a consideration for all new developments, whilst also analysis should also be undertaken of options for decarbonising existing properties and the economic benefits that activities such as retrofitting housing stock could bring.






Driving Growth across all our Distinctive Places



Market Towns

Specific investment plans developed, unique to each town, to reflect their specific needs and opportunities and ensure they remain thriving places to live, visit and do business in the 21st century. A proactive, collaborative approach to accelerating development increases supply of premises in and out of towns

	<p>whilst Increased connectivity (digital and physical) can drive growth.</p>
<p>As above, but with enhanced focus on ensuring that public transport and active travel infrastructure helps to reduce congestion, enhance liveability and attract investment. Major investments in connectivity increase employment opportunities for residents and in-commuters alike.</p>	 <p>Urban Centres</p>
 <p>Rural Areas</p>	<p>Enhanced physical connectivity ensures the viability of the visitor economy, whilst digital connectivity enables rural businesses to thrive in diverse industries. Identification of appropriate and sympathetic opportunities for development of business premises enables local businesses to remain local whilst scaling.</p>
<p>Similar to rural areas, the visitor economy is supported by stronger connectivity. Enhanced digital connectivity provides opportunities for diversification and personalisation of services. Coastal areas with higher levels of deprivation are better connected to employment and learning opportunities.</p>	 <p>Coastal Communities</p>

5 Pillar 3: Skilled & Prosperous Communities

Introduction

- 5.1 North Yorkshire offers people of all ages so much. People do well in our great schools, are inspired to start and run their own businesses, and enjoy an exceptional quality of life across our towns, rural and coastal areas. Opportunities to work in good jobs – be that in our world leading businesses or dynamic SME base – are plentiful, including in new, exciting and globally relevant fields such as agri-tech and green energy.
- 5.2 This Pillar is about unlocking our people power to drive the growing, innovative, carbon negative economy we aspire to. It focuses on interventions that will attract more young people and keep older talent in the workforce for longer. It seeks to generate business appetite for, application of and access to increasing levels of skills, and aims to open up opportunities and progression for more people, especially those who are disconnected from the labour market. To do this, we will take forward action within the following themes:



Widening the workforce to meet business need



Skills provision, pathways and brokerage



Inclusion, health and employability

- 5.3 Our approach aligns with the existing Skills Strategy for York & North Yorkshire 2021-26 and its focus on addressing local skills challenges and raising productivity, earnings, and performance. It also recognises the intensive work to develop North Yorkshire's Local Skills Improvement Plan (LSIP), led by the West & North Yorkshire Chamber of Commerce, to better align post-16 technical education and training to local labour market needs to support economic growth, boost productivity, and improve employability and progression for learners. Both have been developed in close collaboration with business and stakeholders and underpinned by detailed labour market analysis. As such, this Strategy does not seek to rehearse or duplicate either, instead spotting opportunities for additional, complementary action. There are strong interlinkages with the other pillars in this Strategy including supporting businesses to start, survive and thrive (Pillar 1) and tackling infrastructure issues impeding people's access to learning or work (Pillar 2).
- 5.4 Assets and opportunities that can support our skilled and prosperous communities include:

Universities in York, Hull, Leeds, Bradford, Huddersfield, Teesside and beyond	High levels of skills and strong educational attainment
Coventry University campus in Scarborough and University of Sunderland in Northallerton	Dynamic business base with opportunities for quality, high skilled, well paid work
A strong FE sector and specialist FE colleges including Askham Bryan and Bishop Burton	Well-established Business Education Partnership connecting business & young people
Institute of Technology Yorkshire and Humber (based in York but with local membership)	Distinctive, attractive places to live and work with place-based, social and cultural assets.



Core Theme: Widening the Workforce to Meet Business Need

Overview

5.5 Our businesses are clear that recruiting and retaining talent is a fundamental issue, impacting on their long term survival, competitiveness and growth ambitions. This spans accessing and attracting a young, ready and diverse pipeline of new workers; as well as retaining older workers for longer, with the accumulated skills, experience and knowledge they hold. This is especially true for businesses located in more rural areas of North Yorkshire, where additional connectivity access barriers exist. It is also a cross-sectoral issue – spanning our well-established sectors such as engineering and agriculture, as well as those that are emerging like cyber and green energy, and those that provide essential services such as health and social care.

5.6 The evidence highlights:

- Apprenticeship starts have fallen, mirroring the national trend, from a high of 8,500 in 2016/17 to just over 6,000 in 2020/21. The drop in apprenticeship achievements has been steeper, falling from 5,500 to under 3,000 over the same period;
- Our young people tend to go further afield to study. Only 31% of people going to university in 2020/21 did so in Yorkshire & Humber, lower than in other parts of the North;
- Declining population in all under 40 age groups between 2021-31, whilst the number in all 60+ age groups will rise. This highlights the need to attract and retain more young people including by offering them strong prospects for building their lives and careers here;
- Our workforce is ageing at pace, with a 16% increase in workers aged 50+ in the past decade, compared to 1% overall. Workers aged 50+ now comprise 42% of the workforce versus 34% nationally. Yet, a quarter of our economically inactive population are early retirees – almost double the proportion seen in the rest of Yorkshire and indeed the UK; and
- Skills shortage vacancies endure, notably at technical levels. This is true in health and social care, engineering, manufacturing, and agriculture, as well as in digital technology and across jobs relevant to the green economy.

Objective 1: Attract and enable more young people to take up local employment opportunities

5.7 This objective focuses on growing the rich and diverse pipeline of talented young people that businesses need to survive, thrive and grow; and on equipping them with the skills, experiences and attitudes they need to successfully transition into the world of work. It goes hand in hand with a resolute focus in Pillar 1 on generating high-quality, well paid jobs in our economy that offer scope for progression; and backed by commitment in Pillar 3 to improve housing and transport provision so that young people are not excluded from living and working where they grew up.

Action

5.8 Action will include:

- Make it easier for businesses to find, take on and administer apprentices and T Levels, including through shared or flexible approaches and courses designed to fit their needs;
- Making the case for technical education and ‘learning and earning’ to young people and their teachers and parents/carers, backed by support to connect them to progressive employers and to opportunities in the local economy;
- Brokering more businesses to connect with young people and the education system, using sector and place networks to bring the two together, and with practical components including work experience, mentoring and enterprise education that can boost employability and work readiness, transferable skills, and aspirations;
- Aligning Careers Education, Information, Advice and Guidance provision to proactively promote awareness of and connection to opportunities locally;
- Connecting businesses to academia to unlock opportunities for students seeking industry placement, graduate employment and knowledge transfer partnerships (linked to Pillar 1);
- Working with partners to support young people in overcoming barriers to learning and/or work, including with health and community partners in respect to mental health; and
- Activating a ‘wheels to learn/work’ style or similar transport interventions.

Objective 2: Attract and retain the talents of older workers

5.9 Businesses, especially smaller ones, are significantly impacted by an inability to recruit and the loss of experienced staff. Furthermore, finding new staff can be difficult, expensive and time consuming. As our workforces ages, there is a real opportunity – and imperative – to act. Businesses who are prepared to take a fresh look at their employment practices can create a win-win-win scenario – retaining talent, providing new work-life balance for older staff, and effectively succession planning and ‘handing down’ knowledge to newer team members.

Action

5.10 Action will include:

- Gaining maximum local benefit from DWP programmes including expansion of mid-life MOTs to support over-50s to get back to work, boost their earnings, access lifelong learning provision, and get personalised guidance from work coaches;
- Promotion of and support to businesses looking to adopt flexible working practices or adjustments to employment patterns that allow workers to ‘semi’ retire whilst retaining them to carry out work and to mentor younger or new recruits;
- Promotion of other age-friendly employment practices including paid carers leave, reasonable adjustments to the workplace, and support for retirement planning; and

- Supporting armed service leavers into work through effective career guidance; and connecting into Catterick Garrison’s potential workforce through the ‘Spouse Force’ initiative.

5.11 Action to widen the workforce (and the enabling skills themes which follow) will support the principles of an inclusive, productive and resilient economy, for example by making the most of all our people and their latent potential and linking them to long term business and career opportunities. Action focused on recruiting/retaining young people and those in older age brackets are relevant across the County given an ageing demographic, especially in the more deeply rural places where this is most pronounced. Spouse Force is a good example, drawing on the population within Catterick Garrison and linking it to workforce needs in a wider catchment (e.g. in Richmondshire).

Awaiting vignette – Spouse Force



Enabling Theme 1: Skills provision, pathways and brokerage

Overview

5.12 Connecting business to the design of post-16 and technical education is key to a skills system that is fit for purpose and meets employer needs. This principle sits at the heart of the new York & North Yorkshire Local Skills and Investment Plan, to which this Strategy is aligned. We want more people to continue their learning, often into higher education, and to gain qualifications and transferable skills which support progression into careers and economic prosperity. That includes supporting educational aspirations, outcomes and social mobility in communities where this transition is less commonplace. Whether they study close to home or further afield, we want students to know that they can return and secure suitable graduate employment here.

Priority 1: Delivery of North Yorkshire’s LSIP

5.13 North Yorkshire’s LSIP will provide the framework for ensuring FE (and wider) provision meets business needs. Delivery of the LSIP will support our ambitions for addressing the pressing skills gaps in businesses and supporting skilled and prosperous communities. We will focus on supporting delivery of the LSIP and its actionable priorities as they emerge. We will work to maintain alignment between this Strategy’s sectoral priorities and those in the LSIP, which include agri-skills; engineering and advanced manufacturing; digital and technology; construction; health and social care; and the visitor economy. The LSIP’s focus on the cross-cutting themes of low carbon, innovation, green skills, emerging technologies and rurality also fit well with the principles and priorities underpinning.

Priority 2: Widen access and connection to higher education

5.14 We will support initiatives that seek to expand the number of students achieving higher level qualifications in North Yorkshire linked to business needs. This will increase the number retained locally and help to meet skills shortfalls and improve the region’s profile and attractiveness to investors. A key opportunity to do this will be to support and accelerate any ambitions for Coventry University’s presence in Scarborough to become a more standalone University of Scarborough over time. We will also support wider expansion of higher education

provision, whether that be through campus-style university provision (such as the new University of Sunderland Campus at Northallerton) or through expansion of HE level provision in FE colleges. There is also scope to widen participation and routes into HE for less advantaged communities to support social mobility.

Figure 5-1: CU Scarborough

CU Scarborough

CU Scarborough is part of the Coventry University Group and is situated on a £50m sport and education complex in Scarborough.

CU Scarborough works closely with the Local Authority on several innovative opportunities, including projects such as the Scarborough FabLab+ and Scarborough Fair projects, and have also collaborated with the Council, Anglo American, Plexal Cyber, GCHQ Scarborough, and Coventry University’s Enterprise and Innovation team to establish the North Yorkshire Cyber Security Network (NYCSN) pilot project. This project was developed together with a range of local stakeholders, with the ambition to:

- Make North Yorkshire a safe and secure place to live and work, by raising awareness of online harms and cyber best practice
- Create a resilient, circular economy for up-skilling small and medium enterprises (SMEs) in digital skills and cyber security
- Make Scarborough a centre of excellence for Operational Technology security

The Network is focused on delivering several interventions to citizens, SMEs, Industry, Research and Government, including cyber security awareness sessions, a citizen science challenge, taking the nationally recognised Cyber First programme to local schools and working with industry to provide work placements and solve operational technology challenges.

The collaboration and project outcomes have been extremely positive and we are now planning to roll-out delivery across North Yorkshire. CU Scarborough is working with the Security Awareness Special Interest Group (SASIG) and the NYCSN to deliver the Cyber-by-the-Sea event in July 2023.

CU Scarborough deliver Cyber Security and Computing Science and will deliver the new Department for Education funded Higher Technical Qualification (Cyber Security Technician) in September 2024.



Priority 3: Skills brokerage to connect employers to skills support and employees

5.15 We will demystify the skills for business offer, using an impartial brokerage service to engage with businesses to ensure the message on what provision and funding is available is clear, consistent and well communicated. Supporting LSIP delivery, we will help businesses to identify what they need and where to get it in order to drive up access and application of skills. This will also provide an important feedback loop for the business voice to be heard in the design and development of skills and wider business support interventions.



Enabling Theme 2: Inclusion, Health and Employability

Overview

- 5.16 We want to provide all of our residents with the opportunity to engage in and benefit from our growing economy, including health and wellbeing benefits derived from increased household incomes and from participation in the workforce. This means a focused effort on tackling enduring pockets of sometimes hidden poverty, and supporting people to overcome barriers that hold them back from moving into employment or from progressing within work, including from low paid or insecure work into more skilled, secure and higher value roles. We will do this through an integrated and place-based approach that taps into funding opportunities, our excellent networks of third sector partners, and businesses who are looking both to attract recruits and to make a social contribution. There are considerable win-win opportunities to support health and economic outcomes together, and North Yorkshire will capitalise on these through a joined-up approach and taking action at local as well as Countywide level.

Priority 1: Develop an employability skills and inclusion action plan

- 5.17 Whilst the LSIP will provide North Yorkshire with a vehicle for connecting skills provision (e.g. by FE colleges) to employer needs, there is a gap around having a plan to upskill those further away from the market and help them move into employment. This is important in order to expand the workforce (given high job vacancies), to regenerate deprived areas, and to bring social and health benefits. Reflecting this, we will develop an Employability and Inclusion Action Plan setting out how we will connect individuals and communities to economic opportunity, through developing skills and employability and tackling barriers to work. The approach will include addressing barriers such as around confidence, physical and mental health and transport; and focus on local opportunities where needs are greatest, including through community led economic development. The first step will be to identify who leads on developing the plan and having clear lead roles and resources to take action forward.

Priority 2: Build and utilise connections between health and the economy

- 5.18 Our joined-up approach will ensure that North Yorkshire's Economic Growth Strategy and its forthcoming Health and Wellbeing Strategy support one another and realise the benefits that come from addressing economic, environmental, health and wellbeing goals together. For example, good health enables more people to access work and to be more productive in work, whilst being in a good quality job supports health and wellbeing. To take this approach forward, we will identify mechanisms for those working on health and economic agendas to collaborate, and pinpoint ways in which both agendas can be progressed together. This will include:
- Establishing place-based networks that bring partners, communities and systems together with a view to aligning health, economy, social and environmental interventions;
 - Improving access to mental health support, given its impact on individual wellbeing and on economic inactivity;
 - Helping more people who are economically inactive, unemployed or in poor quality and low paid jobs into good jobs;

- Economic opportunities from growth in the health and social care sectors;
- The role of high quality, affordable low carbon housing in meeting the economic need for more workers, and in contributing to health, poverty reduction and net zero goals;
- Opportunities for purchasing more local and healthy food linked to North Yorkshire’s Agri-food-green energy cluster; and
Incorporating green infrastructure and active travel into developments and place-making.



Driving Growth across all our Distinctive Places

 Market Towns	<p>These towns are homes to a significant volume of our population and our businesses. This pillar will better connect the two, bolstering them as sustainable hubs for people to live, work and thrive and to build fulfilling careers.</p>
<p>As well as the benefits above, urban centres will have additional pivotal roles in the provision of high skill opportunities, linked to HE expertise and presence of clusters e.g. of cyber in Scarborough, and pharma in Harrogate.</p>	 Urban Centres
 Rural Areas	<p>Our rural areas and national parks offer outstanding quality of life but can present people who live there with barriers to accessing good work and learning opportunities. Similarly, businesses operating there can struggle to attract the skilled labour they need. The focus in this pillar will be to help unlock this blockage. An employability and inclusion plan will support and provide a holistic approach that helps tackle rural isolation and poverty.</p>
<p>Coastal communities are home to some of our enduring pockets of poverty. The focus of this pillar on connecting more people to learning and economic opportunity will be key to our ambitions for inclusive growth, with important knock on impacts on tackling health inequalities. Scarborough in addition will benefit from the further development of its further education offer and ambitions linked to university presence.</p>	 Coastal Communities

6 Making it Happen

Strategic Alignment

- 6.1 The Economic Growth Strategy comes at a time of huge change and opportunity for North Yorkshire. As the new North Yorkshire Council is established, this Strategy represents a once in a generation chance for a fresh approach to achieve ambitious economic growth. We are clear that this can't be achieved in isolation. This is one of a number of strategies which are critical to setting the new council on the right path, and it is imperative these strategies understand the complementary roles they play in helping North Yorkshire realise its potential.
- 6.2 Many of these strategies will be developed, like this one, within North Yorkshire Council. This strategy makes clear the fundamental role that plans and strategies such as the new Local Plan, Local Transport Plan, Housing Strategy, and others will play in successfully realising our growth ambitions. We will work closely across the Council with those developing these plans and strategies to ensure they recognise these interdependencies and align to deliver the best possible outcomes for businesses and people.
- 6.3 North Yorkshire and York's Devolution Deal represents a step change in our collective growth ambitions for our area and will unlock new powers and funding streams which can help deliver this Strategy. As such, this Strategy should act as a touchstone for our relationship with the new Mayor and Combined Authority and will guide our work with the MCA, building on our already close collaboration with York and North Yorkshire LEP.
- 6.4 But the Council and MCA are only a small part of the story. To ensure this strategy is successful, we will work closely with our business and developer community, our Area Committees, Community Networks and other partners such as the National Parks and national agencies to grow the economy we all want to be part of.

Figure 6-1: Strategic Alignment



Delivery, place-making and engagement

- 6.5 This Strategy aims high, thinks long term and fits with the values and ambitions of the new North Yorkshire Council, local businesses and stakeholders. It is purposefully high level and sets a direction of travel and key objectives, not the minutiae of every action. Hence, follow-on action planning will support delivery and include detail on what will be delivered, where, by who and when, and the outcomes that will follow.
- 6.6 North Yorkshire is both one place and many places. We have a shared, coherent identity that people feel part of and proud of. But we are also incredibly diverse, with different types and scales of settlements, inland and coastal communities and varied topography. Given the large area North Yorkshire covers and our onus on distinctive places and engaging with communities, it will be important for place-based local economic action plans to be developed showing how things come together at local level.
- 6.7 The detail, ambit and geographic coverage of these action plans will be determined by North Yorkshire Council, linked into area committees, community networks and the principles of double devolution. As with other interventions in this Strategy, they will continue to be shaped and informed by an open and collaborative relationship with businesses, sector/industry groups and representative bodies, as well as communities and wider stakeholders.
- 6.8 Whatever their specific form, the key role action plans will play is in providing an action focused juncture where the roll out of the priorities of this strategy across North Yorkshire meets a bottom-up, holistic process that looks at what this means in specific places and the best opportunities to take them forward.
- 6.9 This should fit with having a long-term vision about the role and future of our specific places – whether urban centres and market towns or wider areas – and how economic development and place-making can combine to make them thriving places for business, and great places to live, work in and visit well into the future. Having clarity on this vision and objectives will provide a framework for local activity in relation to actions such as the Town Centre Investment Plans outlined in Pillar 2, but also broader activity wherever the proposals in this Strategy have a distinctly place-based element. This should ensure activity reflects local circumstances whilst also remaining coherent and aligned with this Strategy’s overarching objectives.
- 6.10 As noted above, the development of this Strategy has aligned with other key North Yorkshire (or wider) strategies and plans that can help to deliver its goals, for example covering enabling themes such as transport, housing, skills, climate change, tourism, and culture. We will continue to influence, deliver through, and support these as this Economic Growth Strategy is delivered, and as plans and strategies in those policy areas continue to evolve.
- 6.11 Likewise, we will continue to look outward and make good links to neighbouring areas and pan-regional partners across the North, identifying areas where our collective strengths and assets create opportunities which are greater than the sum of their parts. We will make sure that these partners and those in national government – particularly the Departments for Energy Security and Net Zero, and Business and Trade – understand the strength of our offer and our ambition to ensure we contribute fully to our collective future economic success.

Partnership & Governance

- 6.12 The priorities identified in this Strategy have been developed through intensive analysis of the evidence and extensive engagement from key partners and stakeholders.
- 6.13 To build on this foundation, we will continue to work collaboratively across the Council and with partners to develop these actions further. This development process will be guided by logic model principles and will include:
- refining objectives and rationale;
 - defining required inputs, activities and resource requirements;
 - identifying leadership and delivery roles and responsibilities;
 - identifying interdependence and risk; and
 - assessing outputs, outcomes, and impacts.
- 6.14 Some activities will require additional investment and funding streams to be identified but, as noted above, partnerships will be key to the Strategy’s successful delivery. This document sets the ambition for growth in North Yorkshire and many of the actions required to achieve that require us to work consistently and collectively across North Yorkshire. But it is vital that places and communities are able to shape what this means in practice for their places.
- 6.15 Decisionmakers, both at the North Yorkshire level and below, will be able to draw on the Economic Growth Strategy to help shape local visions and action plans for their places. The Council’s Area Committees lead on developing local economic action plans for their areas, based on the priorities identified in this Strategy but reflecting local needs and priorities. These Plans will be co-developed with other local decisionmakers including, where they exist, Community Networks.

Beyond North Yorkshire, this document will act as a touchstone for the new MCA, as well as central government and our regional and pan-regional partners. It will act as a catalyst for North Yorkshire’s involvement in new partnerships which enable us to fully realise our ambitions for a higher growth, carbon negative economy.

Performance Monitoring

How will we measure our success?

- 6.16 Through the development of this strategy, we are clear on the issues we must address and the opportunities we must seize to deliver higher growth which benefits our people and places. Below are the indicators against which we will benchmark our success.

Table 6-1: Our Indicators

Indicator	Source	Latest Data	Unit
Enterprise, Innovation & Investment			
Nominal GDP	ONS Regional GDP	2021	£
GVA Per Hour Worked	ONS Subregional Productivity	2020	£
GVA Per Filled Job	ONS Subregional Productivity	2020	£
Business Counts	ONS UK Business Counts	2022	Count
Business Birth Rate	ONS Business Demography	2021	%
Business 3 Year Survival Rate	ONS Business Demography	2021	%

Quality Infrastructure & Connectivity			
Town Centre Occupancy Rates	Commercial Data	2023	%
Additional land developed for commercial / industrial use			
Inward Investment Earnings	ONS Subnational FDI data	2021	£
CO2e Transport, Domestic and Industry/Commercial	BEIS / DESNZ	2020	Tonnes
Skilled & Prosperous Communities			
Total Employee Jobs	ONS BRES Survey	2022	
Employment Rate (16-64)	ONS Annual Population Survey	2022	%
Economic Inactivity Rate (16-64)	ONS Annual Population Survey	2022	%
NVQ4+ Qualification Levels (16-64)	ONS Annual Population Survey	2021	%
Median Gross Weekly Pay	ONS ASHE Survey	2022	£

Control Information

Prepared by

Steer Economic Development
67 Albion Street
Leeds LS1 5AA
+44 113 389 6444
www.steer-ed.com

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Author/originator

James Hopton

Reviewer/approver

Other contributors

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Progressive thinking

No time for business as usual

We are a boutique economic development consultancy firm. We don't just offer strategies for economic development, we change the way our clients think about it. Bringing together a wealth of experience, we deliver a bold, rigorous, integrated vision of the future. We challenge assumptions, and leave our clients with the knowledge and capabilities to succeed.

Our offices

Manchester

61 Mosley Street
Manchester, M2 3HZ
+44 (0)161 261 9140


Leeds

67 Albion Street
Leeds, LS1 5AA
+44 (0)113 389 6400

London

28-32 Upper Ground
London, SE1 9PD
+44 (0)20 7910 5000

Initial equality impact assessment screening form			
This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.			
Directorate	Community Development		
Service area	Economic Development, Regeneration, Tourism & Skills		
Proposal being screened	Draft Economic Growth Strategy for NYC		
Officer(s) carrying out screening	Julian Rudd		
What are you proposing to do?	Seek the views of the Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee on the draft NY Economic Growth Strategy.		
Why are you proposing this? What are the desired outcomes?	A range of officer and member consultations on the draft Strategy are taking place to refine the content and approach before a revised strategy is submitted to the Executive.		
Does the proposal involve a significant commitment or removal of resources? Please give details.	The Strategy, when adopted, will guide the priorities and approach of NYC towards economic development and regeneration. The Strategy itself will not involve decisions on resources but it will influence subsequent decisions on resource allocations.		
Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC's additional agreed characteristics			
As part of this assessment, please consider the following questions:			
<ul style="list-style-type: none"> To what extent is this service used by particular groups of people with protected characteristics? Does the proposal relate to functions that previous consultation has identified as important? Do different groups have different needs or experiences in the area the proposal relates to? 			
If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your Equality rep for advice if you are in any doubt.			
Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		X	
Disability		X	
Sex		X	
Race		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage or civil partnership		X	
People in rural areas		X	
People on a low income		X	
Carer (unpaid family or friend)		X	
Does the proposal relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.	The Strategy supports inclusive economic growth and improvement of place. It aims to benefit all residents of North Yorkshire.		
Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of	The Strategy sets the policy direction for NYC, including how it works with others to deliver economic growth. The partner organisations are not expected to include		

<p>these organisations support people with protected characteristics? Please explain why you have reached this conclusion.</p>	<p>those focussed on people with protected characteristics. Where more detailed proposals are brought forward to implement elements of the Strategy, these will be subject to a future screening.</p>			
<p>Decision (Please tick one option)</p>	<p>EIA not relevant or proportionate:</p>	<input checked="" type="checkbox"/>	<p>Continue to full EIA:</p>	
<p>Reason for decision</p>	<p>No adverse impact expected for people with protected characteristics.</p>			
<p>Signed (Assistant Director or equivalent)</p>				
<p>Date</p>	<p>23 June 2023</p>			

Initial Climate Change Impact Assessment (Form created August 2021)

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	NYC Draft Economic Growth Strategy
Brief description of proposal	A new economic growth strategy for the council.
Directorate	Community Development
Service area	Economic Development, Regeneration, Tourism and Skills
Lead officer	David Caulfield
Names and roles of other people involved in carrying out the impact assessment	Mark Haynes & Julian Rudd


The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse

Environmental factor to consider	For the council	For the county	Overall
Greenhouse gas emissions	Decreases emissions	Decreases emissions	Decreases emissions
Waste	Decreases waste	Decreases waste	Decreases waste
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	Decreases pollution	Decreases pollution	Decreases pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	Increases protection of heritage and landscape	Increases protection of heritage and landscape	Increases protection of heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:		Continue to full CCIA:	✓
Reason for decision	<p>The Economic Growth Strategy vision is stated as :</p> <p>Our vision is to be an innovative, carbon negative economy driven by our productive and entrepreneurial business base and the places & communities that make North Yorkshire distinctive.</p> <p>Given this has the consequence of delivering a positive environmental impact a full climate change impact assessment is required.</p>			
Signed (Assistant Director or equivalent)				
Date	23 June 2023			

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Strategic Transport Plan

North Yorkshire Transport, Economy, Environment and Enterprise O&S Committee

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10th July 2023



Our remit

In April 2018, Transport for the North became England's first ever Sub-national Transport Body. Our 2019 Regulations states the following general functions:

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- Prepare a transport strategy in the form of the Strategic Transport Plan
- Provide advice to the Secretary of State about the exercise of transport functions
- Co-ordinate the carrying out of transport functions that are exercisable by different constituent authorities, with a view to improving the effectiveness and efficiency in the carrying out of those functions
- If TfN considers that a transport function would more effectively be carried out by TfN, to make proposals to the Secretary of State for the transfer of that function to TfN
- To make other proposals to the Secretary of State about the role and functions of TfN

The North's Strategic Transport Plan 2 (STP)

The STP is our opportunity to speak with one voice on behalf of the north by providing statutory advice on **our strategic transport priorities** to **ensure a transport network fit for the future**.

It sets out the unique opportunities and challenges facing the North's economy, people and communities, **showing how transport investment can enable regional economic growth, support decarbonisation and reduce social exclusion**.

It is **pan-regional and place-based**, focusing on common issues and providing the strategic 'case for change' for our local partners (LTAs/MCAs) and national delivery bodies to prepare and prioritise their plans.

Signals the **strategic investment needed** by public and private sector partners, and is clear about the need for **further devolution and system reform** – but agnostic about how that is delivered.



5 principles of our plan

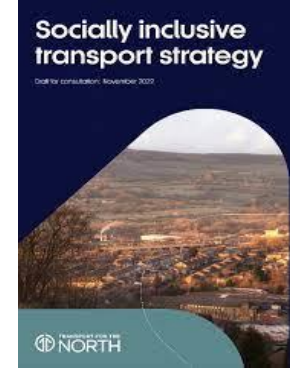
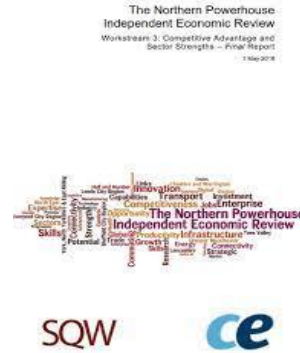
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- Evidence led:**
Grounded in robust evidence
- User centric:**
Recognising people and businesses have different needs
- Outcome-focused:**
Being clear on the outcomes needed to achieve our vision.
- Place based:**
Recognising unique and diverse geography of the North.
- Systems approach:**
An innovative and collaborative approach to implementations.



Building the new STP

Three core “strategies”



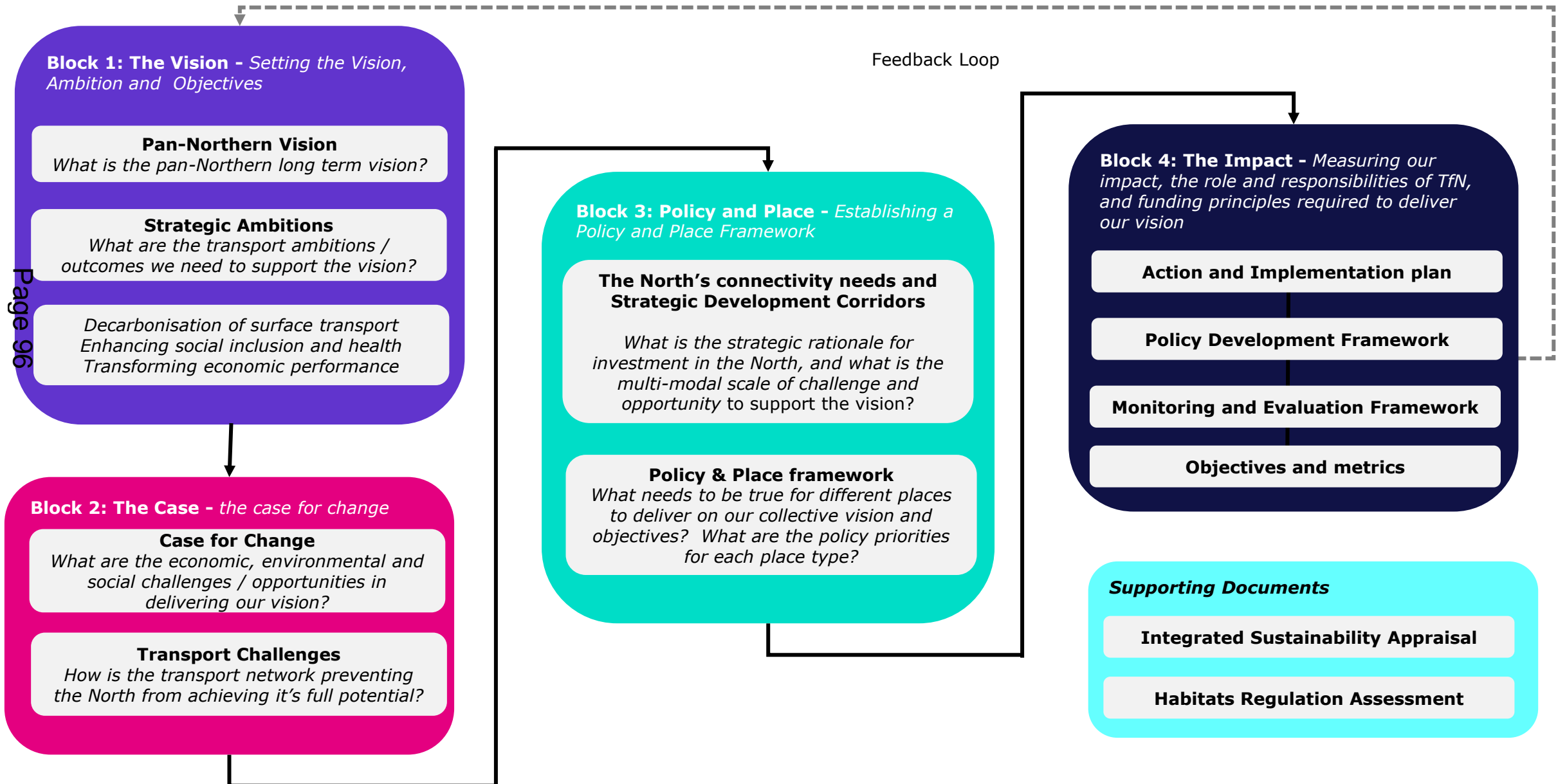
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Three “mode specific reports” and the Future Travel Scenarios



Policy positions and evidence base



Our plan at a glance



Our vision

By 2050 the North of England will have become a thriving, socially inclusive region. Our communities, businesses and places will all benefit from sustainable economic growth, improved health and wellbeing, and access to opportunities for all. This will be achieved through a transformed zero emission, integrated, safe and sustainable transport system, that will enhance connectivity, resilience, and journey times for all users.

Strategic Ambitions

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Transforming economic performance

£118bn more GVA by 2050

Decarbonisation of surface transport

Near zero by 2045

Enhancing social inclusion and health

1 million people fewer at risk of TRSE by 2050

Supporting metrics

Reliability

Access to jobs

Rail Freight

Road Safety

Access to stations

“Right share”

Air quality

Strategic Transport Priorities



Rail Investment

Developing new capacity (NPR in full, HS2, TPR upgrade); 7-day railway, greater reliability, improved fares and ticketing; freight capacity

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Sustainable Roads

Resilience, safety, targeted investment where needed, enabling modal shift



Decarbonisation

Greater use of public transport and active travel, alternative fuels and transport, EVCi roll-out, improving biodiversity, rail electrification



Enhancing Social Inclusion and Health

Reduce by 1million the number of people in the North at risk of transport related social exclusion by improving safety and accessibility, enabling connectivity for all and improvements to public transport.

5 changes required

- Increase total investment infrastructure
- Holistic 'whole journey' approach
- Clarity & flexibility of funding
- Continue & extend devolution
- Need to work together

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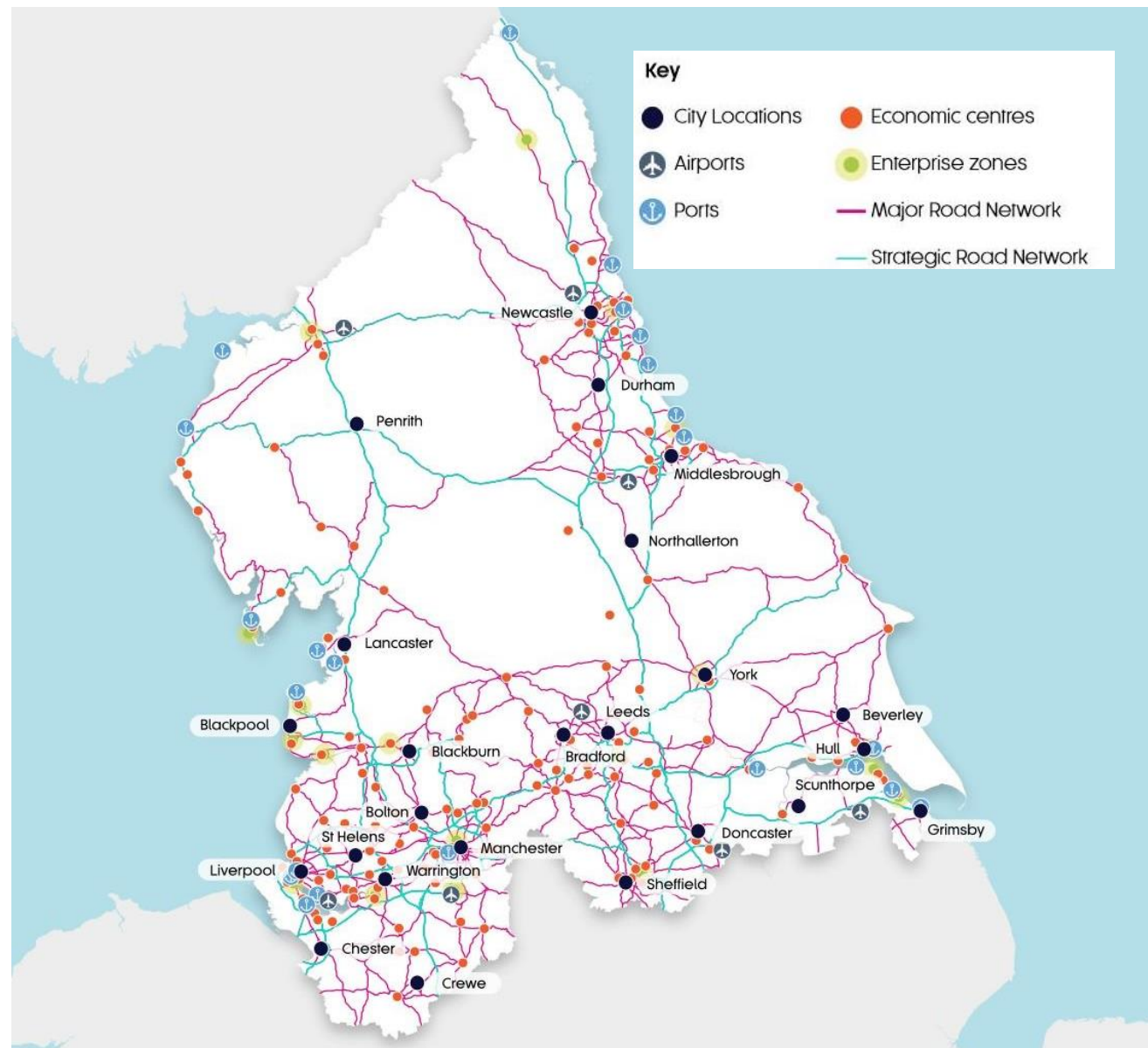


Roads

Investment in new road capacity should be targeted only where the evidence shows it is essential. Our priorities are:

- to enable sustainable growth in key employment and housing areas;
- efficient journeys across multiple transport modes;
- the transition to low and zero emission vehicles;
- and international connectivity to airports, ports and economic clusters;
- Greater focus on supporting freight
- Encourage mode shift to sustainable modes;
- be resilient and adaptive to climate change;
- deliver a safe road network.

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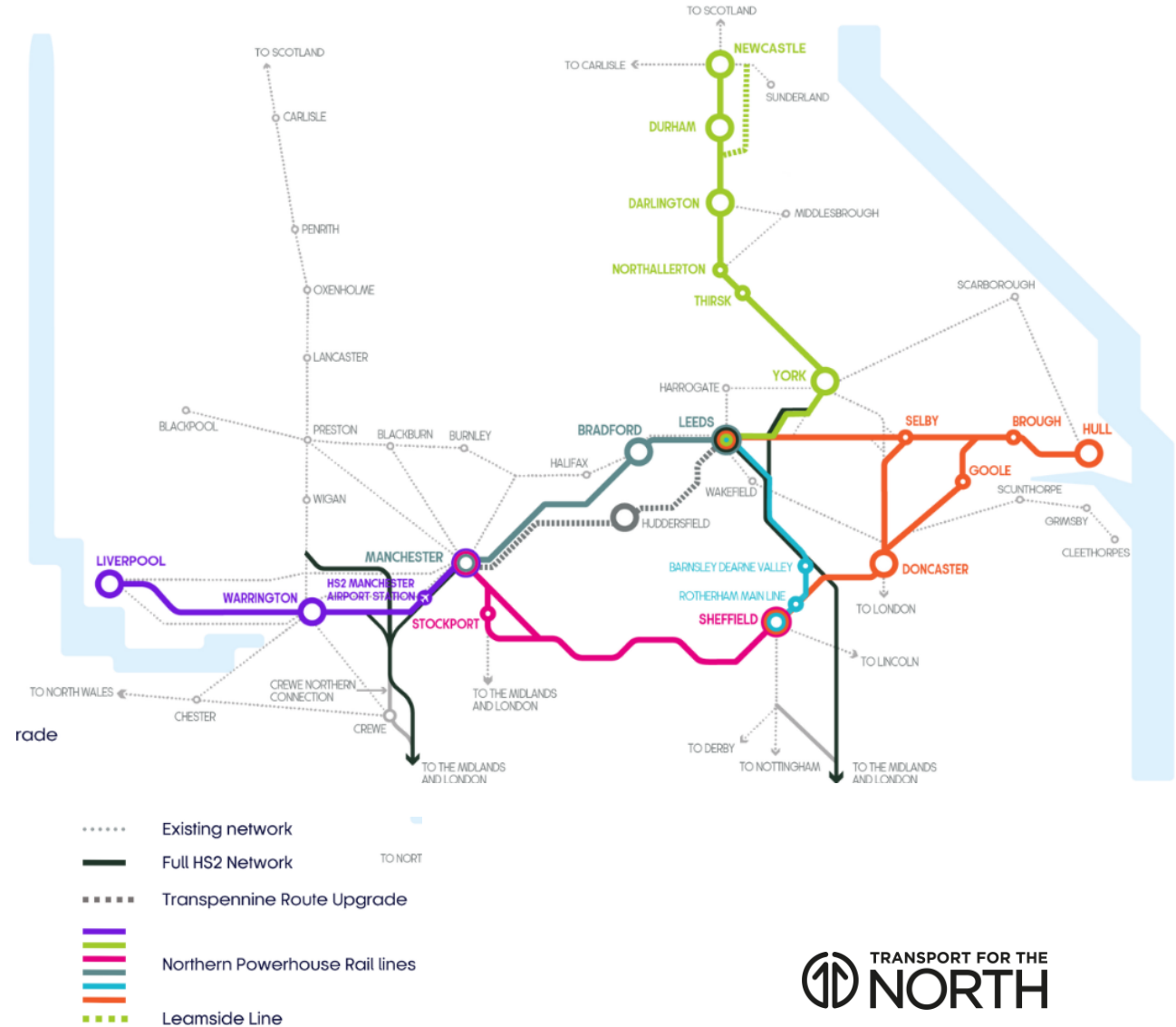


Rail

Our priorities are:

- To make the case for TfN's preferred full NPR, HS2 and TRU.
- Better connectivity with improved reliability, punctuality, frequency and journey times
- Integration with other transport modes.
- A 7-day railway with more capacity, capability and flexibility.
- To support of communities, addressing TRSE and enhancing public realm.
- To offer a cost-effective alternative, that is equitable, inclusive and affordable.
- An electrified and sustainable North's rail network.
- Physical accessibility in all stations by 2050.
- An improved customer experience

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In summary - what is needed

- A **'whole-system' approach** to enable more choice, manage demand on the road network and deliver modal shift.
- Transformational upgrade of the rail network.
- Continued investment in our roads, so they are **safe for all users**, and more **resilient** in the face of a **changing climate**.
- Greater focus on investment in supporting infrastructure to **support increased use of alternative fuels** (both electric and hydrogen).
- A focus on offering **increased choices** to enable customers to travel differently, and acknowledging that it is only after this that you would consider providing more road capacity through technology or physical space.
- Recognition and acceptance that investment in new housing and economic development has to be connected to markets and hence there will **continue to be a need for investment** in new highways.
- **Simplification of funding** streams and funding silos and greater devolution of decisions/funding.
- **Vision led 'Decide & Provide' approach** – shaping policy choices & investment to best meet the desired outcomes

What is the consultation?



The public consultation for the STP and the ISA is a process that we are undertaking to seek and gather feedback, opinions and suggestions from the public and stakeholders, before its publication.

This consultation will run for 12-weeks and is a statutory requirement.

The consultation aims to seek views on the draft strategy and seek feedback on areas for improvement before adoption.

Please, leave your comments in our Virtual Engage Room at: tfn-stp.virtual-engage.com

Thank You

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Owen Wilson

Head of Major Roads

owen.wilson@transportforthenorth.com

Direct Line: 0161 244 0888



North Yorkshire Council
Transport, Economy, Environment and Enterprise
Overview and Scrutiny Committee
10 July 2023
Work Programme 2023/2024

1.0 Purpose of Report

- 1.1 This report invites Members to consider the Committee's Work Programme for 2023/2024.
- 1.2 The Work Programme schedule is enclosed at Appendix A.

2.0 Introduction

2.1 The role of the Committee is to:

- Scrutinise the transport and communications infrastructure of all kinds, however owned or provided, and how the transport needs of the community are met.
- Supporting business, economic development and regeneration, scrutinising the work of the Local Enterprise Partnership and helping people develop their skills, including lifelong learning.
- The committee will also study sustainable development, climate change strategy, countryside management, waste management, environmental conservation and enhancement flooding and cultural issues.

3.0 Scheduled Committee and Mid Cycle Briefing dates for 2023/2024

3.1 Transport, Economy, Environment and Enterprise O&S Committee Meeting Dates

- Monday 10th July 2023 at 10am
- Thursday 19th October 2023 at 10am
- Thursday 18th January 2024 at 10am
- Wednesday 10th April 2024 at 10am

3.2 Mid Cycle Briefing Dates

- Thursday 7th September 2023 at 10am
- Thursday 7th December 2023 at 10am
- Thursday 22nd February 2024 at 10am

Please note that the Mid Cycle Briefings are not public meetings and are attended by the Chair, Vice-Chair and Spokespersons from each of the other political groups represented on the committee. These meetings are used to develop the committee work programme and determine the scheduling of key items.

4.0 Recommendation

- 4.1 The Committee is asked to confirm, comment, or add to the areas listed in the Work Programme Schedule.

Appendices

Appendix A – Transport, Economy, Environment and Enterprise Overview and Scrutiny Committee Work Programme Schedule.

Barry Khan
Assistant Chief Executive – Legal and Democratic Services
County Hall
Northallerton

Report Author and Presenter - Will Baines, Principal Democratic Services & Scrutiny Officer

Contact Details:

Tel: 01609 533885

E-mail: william.baines@northyorks.gov.uk

NORTH YORKSHIRE COUNCIL		
Transport, Economy, Environment & Enterprise Overview and Scrutiny Committee - Work programme		
Meeting dates		
Scheduled future Committee Meetings (all 10am) - Monday 10 July 2023, Thursday 19 October 2023, Thursday 18 January 2024, Wednesday 10 April 2024		
Scheduled Mid-Cycle Briefings (all 10am) - Thursday 7 September 2023, Thursday 7 December 2023, Thursday 22 nd February 2024		
Meeting	Subject	Aims/Terms of Reference
Mon 10 July 2023	North Yorkshire - Plan for Economic Growth	To receive an update on progress with the Economic Strategy and the Emerging Strategic Framework – Dave Caulfield, Assistant Director – Economic Development, Regeneration, Tourism & Skills (Community Development)
	NY Highways performance and progress	To receive an annual report on the progress and performance of the second year of NY Highways – Nigel Smith, Head of Highway Operations (Environment) and Jamie Crumlish, MD NY Highways.
	National Highways Annual Report on Maintenance and Improvement Activity	Update on the maintenance and improvement activity carried out by National Highways and works planned for the forthcoming 12 months – Louise McCaul, Route Manager, National Highways (deferred from January 2023 meeting)
	Transport for the North	To receive an update on the work of Transport for the North and their Strategic Transport Plan consultation – Owen Wilson – Transport for the North
Thurs 19 October 2023	NYC Environment Directorate – Transformation Update	To update members on the transformation proposals for the Environment directorate as part of the new unitary council – Karl Battersby, Corporate Director of Environment.
	Allerton Waste Recovery Park	To receive an annual report on the performance of Allerton Waste Recovery Park - Peter Jeffreys, Head of Service – Waste (Environment)
	Rural Broadband and NYnet	To receive an update on the rollout of superfast broadband to North Yorkshire and the initiatives to address rural areas where fibre-based coverage is unavailable – Alastair Taylor, NYnet

	Y&NY Local Enterprise Partnership Delivery Plan Review and Capital Projects Update	To update members on the progress of the York & North Yorkshire LEP against its Delivery Plan and capital projects delivery – James Farrar, COO YNY LEP
	Rural Bus Services	To update members on rural bus services in North Yorkshire – Paul Thompson, Assistant Director – Integrated Passenger Transport, Licensing, Public Rights of Way & Harbours
Thurs 18 January 2024	Local Transport Plan	Consideration of the refresh of the Local Transport Plan, the Council’s key transport policy document – Allan McVeigh, Head of Network Strategy
	Air Quality (TBC)	
Wednesday 10 April 2024	NYC Environment Directorate – Transformation Update	To update members on the transformation proposals for the Environment directorate as part of the new unitary council – Karl Battersby, Corporate Director of Environment.
	Annual Report of the Member Champion for Climate Change – Cllr Paul Haslam	
	Preventing Flooding on Highways – Gully Clearance and Maintenance	Update members on the progress with gully clearance and maintenance – Nigel Smith, Head of Highway Operations (Environment).
Items suggested for future meetings	DNOs and Off-grid energy	
	Tree Planting (briefing note)	
	Active Travel Schemes progress (briefing note)	
	Waste and Recycling collections harmonisation proposals	
	Development of Parking Strategy	
	Peat and moorland conservation	
	Scrutiny of Climate Change Strategy (once approved – twice a year)	

Officer suggestions - Scrutiny of Destination Development Plan