



Hull



**HULL'S
ECONOMIC
STRATEGY
2021-2026**

INCLUSIVE / SUSTAINABLE / LOCAL

**A place of opportunity where
everyone benefits from success.**



Hull
City Council

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FOREWORD

Kingston Upon Hull is unashamedly ambitious.

We are a forward thinking, maritime city, looking outward to the world, connecting people and businesses with opportunities to achieve prosperity.

In 2013, we set out to create 7,000 jobs within the city; by 2020 over 20,000 had been delivered. Hull's employment rates were at their highest in March 2020 and investment in the city was at an all-time high, just as the Covid-19 pandemic struck.

Our strategy builds on Hull's strengths and successes. Over the past decade UK City of Culture, brought in over 5 million visitors and created over 800 jobs, Siemens Gamesa's wind turbine factory delivered over 1,000 jobs, and throughout this time Hull has continued to innovate, evolve and transform.

Our strategy seeks to deliver an inclusive economy built on sustainable economic principles, as economic growth is not an end in itself, it is rather key to ensuring people have the opportunity for a healthy quality of life for themselves and for their children. Regeneration and renewal is not just about the built environment but must include social change, inclusion and health improvements. We are aiming higher in terms of knowledge and quality of jobs and business competitiveness, and also deeper in terms of long-term societal benefits.

Whilst the initial focus will rightly be on recovering from the social and economic impacts of Covid-19, Hull's investments in place-making, research and innovation, and connecting people with jobs through investment in skills and training will ensure that everyone is able to benefit from economic development and prosperity is core to our vision for the city.

Hull, as a port city and with over 90% of its land standing below the high-tide line, recognises the significant challenges and opportunities of climate change. It is vital that economic development safeguards our people and businesses by addressing the climate change emergency and by being a global leader in working towards carbon neutrality by 2030 and net zero by 2050.

Building on Hull's economic strengths and ensuring a future that is stronger, greener, and fairer will all be critical to our long term success. Moreover, Hull's recovery needs to deliver sustainable development that adapts to current and future climate change and achieves carbon neutrality by the end of the decade. We can truly set the stage on a regional, and national, basis.

This strategy sets the stage for a genuinely shared narrative for the city, charting out a course for the next five years that harnesses the collective power and influence of Hull's anchor institutions, public, private and voluntary, so that we are all able to work together to create good quality jobs now and in the future, working together to make the ambitions a reality.

Our journey will lead to delivering a creative, innovative, digital, net zero city, where everyone is able to play their part and achieve economic prosperity. This is for the city, its people, anchor institutions, and businesses to own and deliver.

We look forward to working with you on achieving this vision.

Councillor Daren Hale
Leader of Hull City Council

Thomas Martin
Business Engagement Board
Chair and Chairman Arco Ltd





INTRODUCTION

Covid-19 hit Hull hard socially and economically.

In March 2020, Hull's employment figures were the highest recorded levels since the last great recession and increased by over 15% to an overall rate of 75.3% which was only marginally behind national levels. Change had happened, economically Hull had delivered an about turn in its fortunes.

By May 2020, the impacts of the pandemic had immediately been seen in the labour market with out of work claimant rates increasing by 65% to 9.7% of the working age population and a disproportionate effect on particular groups of people. Young people, women, and those from black and minority ethnic communities have all seen greater impacts in the number of job losses, unemployment claimants, and those furloughed. These challenges confirmed the structural issues that existed before the pandemic and which still requires addressing.

Analysis has also shown that while cities based solely on service sectors have been severely affected by the pandemic, Hull's economy based on the producer and foundational sectors of manufacturing, transportation and storage and health and social care, places it in a strong position for growth. Accelerating existing work and support for the creative, leisure, tourism and hospitality sectors will be a prime focus in the short term to make sure all parts of the economy recover at pace.

This strategy provides a framework over the next five years for Hull to:

- respond to the immediate economic impacts of the pandemic
- support continued growth and investment based on Hull's existing positive pathway
- focus resources on key challenges of climate change, city centre renewal, and addressing fairness and inequality

It sets out our plan not just for immediate recovery, but to create a city that is cleaner, greener, fairer, enriched, and more inclusive building on its core industrial strengths and heritage as the regional hub, producer and trading economy.

It is built on three interlinking themes: people, place, and productivity. It also builds on a wide range of key strategies and partnerships that exist across the city helping to deliver on the commitment to be carbon neutral by 2030, support community wealth building and the equitable distribution of growth and prosperity, as well as improving the health and life-chances of all.

In delivering the vision for this strategy, Hull seeks to not only exceed previous employment, productivity, and growth levels, but to do so in a way with less impact on the environment, become more inclusive for all, and a great place to invest and do business.

HULL'S JOURNEY

Hull has directly benefitted from a series of major business investments over the past five years, from international R&D centres to new manufacturing, and is part of the UK's leading hub for the growing offshore wind sector making an essential contribution to Hull's goal of achieving net zero carbon emissions.

Despite being severely impacted by the financial downturn of 2008, the city's economy achieved historically low levels of JSA claimants by November 2016, and registered its strongest growth rate in GVA (Gross Value Added) in the same year at 43% above the national level. Since the launch of Hull's City Plan in 2013, we have created a 'turnaround' scenario which has seen:

- over £3bn private investment in the City's producer economy
- £250m (including £150m from the City Council) invested into the consumer and visitor destination economy, improving our living environment and supporting the City of Culture
- £50m invested into climate change resilience investment including flood protection
- over 2,000 homes have been built unlocking more than £210m investment

These investments include £200m by Reckitt's Healthcare in its Centre for Scientific Excellence, £27m by Croda in its manufacturing facility, the C4Di technology incubator, and the £310m Siemens wind turbine blade factory in Hull.

Hull also became the UK's 'first full fibre city' following KCOM's investment of £85m enabling 200,000 properties to access ultrafast broadband direct to the home by March 2019, delivering speeds of one gigabit per second. Home-grown internet firm Connexin is also building a state-of-the-art £5 million data centre designed to accelerate this push. The new CXNDC data centre will create new opportunities for local businesses and technology firms, bringing more than 40,000 Mbps of internet connectivity to the region.

Hull has also become an increasingly attractive place to live as well as work, with it being named within the top ten-most improved UK cities as a place to live and work by the Demos-PwC in the Good Growth for Cities Index 2019. The 2020 Index also showed that Hull was amongst the then least affected cities economically by the pandemic.

Investments in the New Theatre and Hull's Venue, a £36 million state-of-the-art 3,500-seat music and events complex, is attracting the best UK and international acts, alongside the existing Hull Truck Theatre and City Hall have made Hull a cultural hot-spot attracting international events working alongside supporting local artistic groups and talent. A growing cultural sector of nationally recognised talent has taken their creative excellence to a receptive audience.

Employment ahead of the pandemic in March 2020, was the highest on record with local wages growing faster than the national average to support less dependent households. However, Hull still faces the structural challenges of a persistent low skill, low wage economy in some areas, which is limiting the economic prosperity of our communities. Over half (55%) of lower super output areas (LSOAs) in Hull are within the 20% most deprived nationally, and overall qualification levels throughout our area remain below the national average. We face particularly high patterns of deprivation and benefits dependency in parts of the city with the average healthy life expectancy of residents being significantly below the current state pension age.

STRATEGIC CONTEXT

Nationally, the policy context continues to evolve rapidly, with Government's focus on 'levelling-up', international trade including freeports, achieving net zero, the launch of the Government's Build Back Better: Our Plan for Growth, and the forthcoming Shared Prosperity Fund all setting the pace of national policy and investments. These will shape the opportunities to access economic stimulus and funding over the next five years.

Regionally and sub-regionally, working with partners across the functional economic area of Hull and East Yorkshire will help to frame the priorities for spatial planning, our response to climate change including flood protection, housing, and ensure our focus sector strengths in renewables, manufacturing, transport and logistics, food and drink, culture, tourism and health, with rapid growth in the digital economy.

Continued collaboration between the four Humber local authorities will take place through a strengthened Humber Leadership Board (Joint Committee) with a particular focus on delivering the Humber Freeport which will be underpinned by a Humber Estuary Plan.

In the short term, the Council and Government will continue to support local businesses against the economic effects of the pandemic through grants, tax reliefs, and employment support schemes all aiming to protect businesses and support employees. These will quickly move through to accelerating opportunities for growth and prosperity as the national and local economies come out of the immediate impacts of the pandemic.

Building on the actions set out in existing strategies and plans, along with taking advantage of the opportunities arising through new and developing plans for Hull, the economic strategy will make the most of the strong culture of partnership working and collaborative approaches.

We will also seek out new opportunities to innovate and test new ways of working by actively looking for the connections and links between Hull's strategies and plans by pooling resources and joining up programmes will ensure that we all achieve the collective goals.



VISION – HULL IN 5 YEARS

Hull is an outward looking European maritime city, proud of its distinguished history and confident in its future, competing effectively in the modern global economy.

Building on our strengths, in five years' time, we will have extended Hull's central role as the regional hub for high skills, high productivity, and economic growth where businesses, people and place come together to create clean and sustainable prosperity. Working together across our diverse population we will be a leading centre of advanced manufacturing research, innovation, and culture. Tackling disadvantage, inequality and exclusion we will support everyone in achieving their economic aspirations.

PEOPLE...

People are the lifeblood of all business, and the relationship between employment and health and wellbeing is well understood.

Women, young people, and minority communities who have all been disproportionately affected by Covid-19 will see improved levels of employment and access to learning and skills. In five years, Hull will have responded to the economic downturn resulting from the pandemic with employment levels going beyond previous highs, together with narrowing the gaps for those most affected, enriching the life experiences of residents through positive experiences, creativity and innovation. Basic skills and apprenticeships will have enabled greater access to jobs and led to more disposable income reducing poverty and inequality.

Building on Hull's entrepreneurial spirit every young person and resident will have the opportunity to learn key enterprising skills, providing them with the opportunities to establish their own business as well as building personal resilience and confidence. Our focus on supporting the establishment and the growth of micro and small businesses will have yielded significant benefits to the distribution of wealth and opportunity and brought benefits to local supply chains and in the resilience of the wider economy to shocks.

Rebuilding our wider cultural, arts and heritage offer will be a key contributor to our economic recovery and enhancing our local communities and the lives of those within them. Capturing the latent potential of our city, through re-opening of our city centre, enabling cultural outcomes and instilling the values and achievements will be key.

PLACE...

Hull will return to being a place that is vibrant with culture, enterprise and opportunity; a place where people want to live, work, play, study, and invest; a place where those in the greatest need are valued and supported; a place that people within their communities are proud to call home.

The city centre will have seen massive transformations as key sites including Albion Square, Whitefriargate, Queens Gardens, and the Maritime Project are completed increasing the number of people living in the city centre and increasing the distinctive choice and variety Hull has to offer for visitors and residents alike. This will be boosted by continued growth in high quality city centre office accommodation, leisure and retail investments making Hull an energetic and sought-after location.

The River Hull corridor and Humber frontage will have seen significant investments in flood protection ensuring business confidence investments and ensuring Hull remains resilient for the future. High quality affordable housing alongside continued investment and improvement at all levels in the education system will ensure Hull continues to attract and retain all demographics.

Micro, new and growing businesses will have access to suitable business accommodation and locations across the city that meets their needs and demands for adaptable workplaces responding to increasing automation, flexible working practices and the growth in the high skills / digital economy.

Hull will have continued to push its advantages of being a UK front-runner for both digital connectivity and transport links. The city will be one of the UK's leading smart cities, building on its citywide access to affordable ultrafast fibre optic broadband for residents and businesses.

With ambitious plans for carbon neutrality, the city will be at the forefront of innovative, low carbon, climate resilient development, making it one of the most sustainable and greenest cities to live, learn, play and work.





PRODUCTIVITY...

Hull will be a high skills economy with educational systems aligned with the current and future needs of our economy. The proportion of our working age population with no qualifications will have continued to fall, enabling businesses to be in a better position to compete on a national and international scale.

Growth in research and development will have continued along with cementing Hull's strengths in advanced manufacturing, trade, logistics, and the green economy will have outperformed regional performance with GVA reaching £30,000 per head of population.

Hull's position as a major port city and part of the Humber Freeport will lead to the establishment of Hull as the UK's Green Energy City with the University of Hull and the Ron Dearing University Technical College providing research and intellectual capacity. Hull's location will see it benefit from some of the country's best international connections, building on its trade and visitor access to Europe. The A63 Castle Street improvements will have been completed alongside significant investments in Hull's internal road systems improving travel times and air quality as well as promoting active sustainable travel plans.

Investments across the transport system will provide more choices in how to travel, supporting community cohesion and creating additional capacity for essential journeys in order to reduce journey times. This will help to create a place where the workforce can get to work and goods can be moved around generating greater potential for business opportunity and more inward investment.

Hull will put its green city and business credentials into practice by being a leader in the cultivation of a highly productive local, globally connected, circular economy that promotes social equity and innovative multiple use, conservation and regeneration of the resources we depend on for increased productivity.

All of this will result in a fairer, more inclusive economic growth for all our residents and businesses to deliver a growing and resilient city, creating and sustaining thousands of jobs and providing a better future for all the people of Hull. Hull will be a place where everyone matters and all our communities have the opportunity to benefit from sustainable economic growth.

KEY STATISTICS

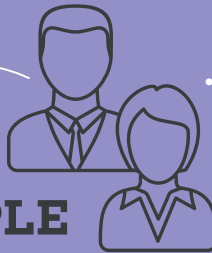
PAY

Full time workers:
Hull: £484 / GB: £587

- Male Full Time Pay - Hull: £515 / GB: £623
- Female Full Time Pay - Hull: £435 / GB: £544



PEOPLE



LABOUR SUPPLY / ACTIVITY

138,000 jobs (2019)

- 2,000 net increase in jobs since 2010



127,200 in employment;

12,400 self-employed

(Oct 19 to Sep 20)

- employment rates: Hull: 75.3% / Y&H: 74.6% / GB: 75.7%

WORKFORCE

259,100 people (2019)

167,500 working age population (2019)

Dependency Ratio:

Hull: 54 workers per 100 people / GB: 60 workers per 100 people

37,900 economically inactive

- 18,300 workless households
- 7,200 unemployed

INDUSTRY SECTORS



Growth: Medical, Construction, and Manufacturing Sectors

Sector Strengths: Medical, Manufacturing, Food Processing



PLACE

BUSINESSES

8,435

local business units

6,385

micro businesses



CARBON IMPACT

1084 kt CO₂ in 2019

HOUSING

Average House Price **£119,520**
(England: £266,742)



Average Private Rent **£423**

(England: £845)

Number of Houses built since 2015

>5,000

GROSS VALUE ADDED

£6.2BN
economy

£1.4bn
growth since 2013

GVA per person

£23,708

(England: £29,356)

£4,806
growth since 2013



PRODUCTIVITY



SKILLS

39,300 NVQ4+

- Hull: 23% / GB: 44%

Increased by 12,500 since 2010



CONNECTIVITY

99% ultrafast broadband

39% commute to work by
bicycle, bus, train or on foot



19,000 No Qualifications

- Hull: 11% / GB: 7%

All figures provided by Office for National Statistics

BUILDING ON HULL'S STRENGTHS AND OPPORTUNITIES

Hull's strategy builds on the key advantages for the city based on its location, maritime and trading history, as well as the growth and innovation in a wide range of sectors. Feedback during the consultation confirmed Hull's strengths as well as highlighting a range of opportunities as outlined below:

STRENGTHS

- Health and social care sectors including allied industries
- Port, transport, and logistics sectors with direct access to export markets
- Manufacturing, renewables, food and manu-services sectors
- Digital connectivity and access to ultrafast broadband
- Growth in the digital, services, and carbon neutral sectors
- Capital public and private sector investment
- Cultural and creative capital
- Social capital and community spirit

The global pandemic accelerated a wide range of societal changes and highlighted some of Hull's structural issues such as its high population dependency ratio, need for the development of higher skills, and the direct connections with international trade. Whilst it is not possible to completely mitigate these challenges in the economic strategy, by focussing on opportunities it will increase Hull's longer term resilience.

OPPORTUNITIES

- Growth and innovation in the medi-health technology and social care sectors
- Embedding community wealth building within procurement and local supply chains
- Transferring skills and knowledge into the carbon neutral, renewables, and clean growth sectors
- Developing opportunities for rapid manufacturing utilising the ultrafast fibre network within the digital and automated sectors
- Expanding centres of expertise within research, development and innovation
- Increasing the use of green and active travel including last mile deliveries
- Opportunities for new skills and training throughout people's working lives
- Growth in local consumer markets

PEOPLE

VISION / AMBITION

People will be supported to get the skills they need to secure and progress in quality and sustainable employment. Promoting participation, raising aspirations and embedding a culture of lifelong learning. This includes working intensively in our communities and with those furthest away from work to set them on fulfilling career paths.

We will work with a wide range of partners to provide a fit for purpose and future-proofed talent pool of young people entering the jobs and business markets. In return our thriving businesses ambition will support businesses in creating better paid and higher skilled roles, making all jobs 'good' jobs, and where this is seen as the route to business competitiveness, productivity and inclusive growth.

MEASURING SUCCESS

- Increase in the number of apprenticeships starts and completions achieving higher level awards (NVQ 3/4+)
- Increase in employment rates across all demographics
- Reduction in child, fuel and food poverty
- Increase in gross disposable income and reduction in wage inequalities
- Increase in the number of new business start-ups particularly across young people, women, and minority groups
- Improvements to the healthy working life expectancy

HOW WILL WE ACHIEVE THIS?

Priority: Improving access to work and connecting people to opportunities

Over the past decade Hull had a significant increase in the number of people in work coupled with a similar reduction in those who were economic inactive. Providing opportunities for access to employment opportunities for those with barriers due to skills, caring responsibilities, or other reasons will help improve a wide range of health, economic, and social outcomes including reducing food, fuel, and child poverty across the city

Hull's Employment Hub is a new specialist facility that offers information, advice and guidance to people on skills development, helping to remove barriers to education, training and the workplace as well as working with businesses to identify opportunities to grow their workforce.

Positive and deliberate action to target under-represented groups in the workforce such as the Women into Manufacturing and Engineering (WiME) initiative which encourages, inspires and helps women and girls in Hull and the East Riding discover the opportunities available in manufacturing and engineering. The initiative has the support of local companies, including Siemens Gamesa, the Swift Group and Airco Refrigeration & Air Conditioning Limited with many more working closely to support the programme's goals.

Identifying the opportunities and capitalising on investments in our growth sectors to ensure employment opportunities are available for the local workforce. When Siemens Gamesa built their blade manufacturing facility at Greenport in Hull, 1,000 new jobs were created and over 98% were filled by local people.

What we will do:

- Develop specific programmes to support key demographics (young people, women, and minorities excluded and disadvantaged) to enter and re-enter the workforce connecting them with employers and enterprise programmes
- Build on the success of the 'Employment Hub' working with the Department of Work and Pensions, Job Centre Plus, and local organisations to provide opportunities to match unemployed people facing the greatest risks and challenges with work placements, apprenticeships and job vacancies in the city; and work to support higher access of minority groups into these programmes
- Investing in Sustainable Active Travel and travel planning which will help connect people with education, training and employment as well as help to deliver improvements in health, congestion and air quality
- Improve digital accessibility and literacy across the workforce to enable better access to skills, employment and local services
- Secure funding to expand adult learning provision to residents most in need including the provision of English as a Second Language
- Work across key anchor organisations' recruitment teams to ensure local access to employment particularly from underrepresented groups
- Actively participate in, and respond to, the recommendations of the Fairness Commission to ensure key policies and programmes address the gaps in inequalities locally and nationally

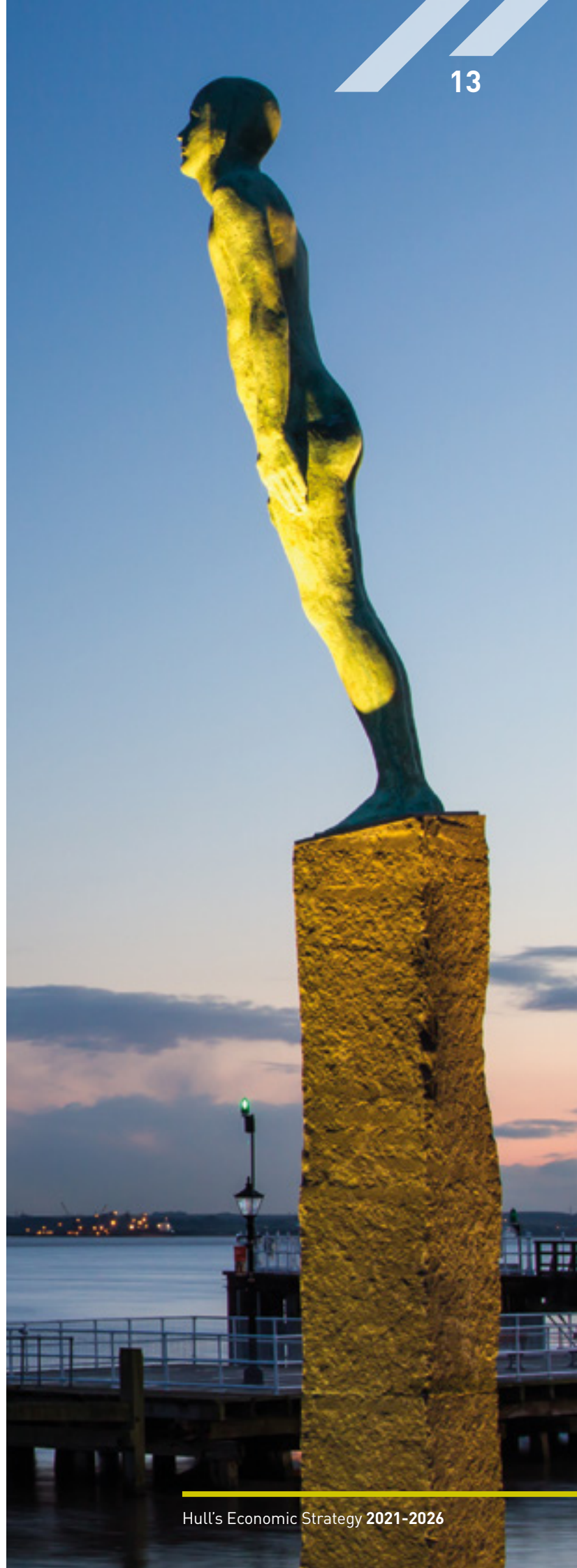
Priority: Supporting in-work progression by improving skills and opportunities

Over 20% of Hull's workforce, 25,000 people, are employed in the manufacturing and ports and logistics sectors. Since 2015, Hull has seen the largest growth in employment within the medical, construction, and manufacturing sectors. Hull has also achieved a 33% reduction in the numbers of people without any qualifications over the past decade going from over 30,000 to 19,000 people.

Realising local and national ambitions for clean growth will require significant re-skilling of the existing workforce to enable people to move jobs or occupations. Meanwhile, COVID-19 has had a profound impact on employment prospects in our area, particularly for young people. A net-zero carbon recovery approach presents an opportunity to reskill and upskill our workforce to provide residents with the choice of sustainable and higher-paid job opportunities.

What we will do:

- Promote entry-level skills to help individuals progress into employment or further education
- Maximise formal and informal adult learning to improve skills, health and wellbeing of the whole labour workforce
- Increase local provision of digital skills training and support including upskilling for employees in sectors where technological changes are impacting on skills requirements
- Help shape and steer provision and careers advice to meet employers' and the wider local economy's needs, especially higher-level skills, particularly focussing on raising aspirations of under-represented groups such as young people, women, and minorities
- Scope and develop skills specialisms across key sectors to develop a world class talent pool locally enabling access to higher skilled jobs
- Develop understanding of future building industry training requirements for low and zero carbon construction and maintenance of buildings within a circular economy
- Work cross sector with partners to ensure that all of our citizens and communities benefit from our regeneration efforts economically and culturally and fulfil Hull's role as a multi-cultural city



Priority: Delivering quality apprenticeships

Apprenticeship-based training is well embedded in many sectors and there is an opportunity to expand the offering to enable smaller companies in particular to provide for more structured career paths, building on existing ground-breaking partnership approaches to supporting businesses and individuals to enhance basic and functional skills. Incentives such as wage subsidies has proved successful in attracting and retaining higher level apprenticeships.

What we will do:

- Make more of the Hull Pound: delivery of Local Supply Chain Strategy; addressing in-work poverty and increasing disposable income; and encouraging all businesses and communities to recirculate the Hull Pound to enable more money to be retained in the city
- Deliver good quality apprenticeships through social value and section 106 agreements
- Increase the quality, scope and take up of vocational pathways including apprenticeship provision by working with employers to provide the right educational offer
- Provide opportunities within the wider cultural, visitor economy and arts sectors for economic engagement and personal enrichment
- Development of a high skills workforce through the skills accelerator and strategic development programmes

Priority: Supporting new start-ups and entrepreneurialism

Creating a recognisable enterprise culture in the city is vital to establishing a vibrant, sustainable and inclusive economy. This will involve encouraging entrepreneurial skills and attitudes and recognising the contribution that enterprise activity can make to people's lives, particularly amongst young people. Those undertaking enterprise activities in an informal economy, as micro-businesses, and additional ways of earning money may be coached further to expand their businesses given the right incentives, which can either lead to stand-alone businesses or routes towards full employment within larger businesses.

What we will do:

- Invest in managed business support accommodation across Hull providing the facilities for new start-ups and growing businesses
- Work with partners to develop a small and micro businesses strategy that will capitalise on place and drive wealth generation and quality employment
- Work with partners to expand the youth enterprise agenda in the city both in terms of enterprise education and youth entrepreneurship
- Provide direct support to people who want to start up their own business and who have an entrepreneurial talent with focussed actions to help under-represented groups
- Support small, local and growing businesses through local procurement and development of supply chains
- Link start-ups with new initiatives and financial opportunities to enable sustained growth

PLACE

VISION / AMBITION

Hull is proud of its rich and distinguished history as a great northern maritime city, and is looking towards a prosperous future playing a key role in growth sectors such as renewable energy, as well as its fundamental role as a thriving city with a resilient cultural economy.

The River Hull corridor and Humber frontage will have seen significant investments in flood protection ensuring business has confidence in making investments and ensuring Hull remains resilient for the future.

The 'industrial heartland' of the city will see significant investment in technology related industries, capitalising on the status as the UK's first full fibre city and the presence of C4Di to create a tech corridor. Micro, new and growing businesses will have access to suitable business accommodation and locations across the city that meets their needs and demands for adaptable workplaces responding to increasing automation, flexible working practices and the growth in the high skills / digital economy.

High quality affordable housing alongside continued investment and improvement at all levels in the education system will ensure Hull continues to attract and retain all demographics.

Hull will have continued to push its advantages of being a UK front-runner for both digital connectivity and transport links. The city will be one of the UK's leading smart cities, building on its citywide access to affordable ultrafast fibre optic broadband for residents and businesses.

MEASURING SUCCESS

- Increase in the number of visitors and tourists
- Improve air quality
- Reduce carbon emissions and consumption
- Increasing the number of affordable and sustainable homes in the city
- Increase in active travel numbers and the use of public transport within and out of the city

HOW WILL WE ACHIEVE THIS?

Priority: Accelerating the renewal of the city centre

Accelerating the renewal of the city centre is a key and long term ambition, the revival of the city centre core has been a priority for several years. City of Culture legacy has led to significant investments by both public and private sectors whilst promoting the city centre as a world class visitor destination by changing its focus to an 'experience destination', bringing together the unique and historic old town and waterfront and creating a thriving cultural and economic hub.

Developing a long-term sustainable city centre economy, as the national picture for the high street changes, will be key to our viability. City centre developments provide the potential for 2,500 homes and apartments to be built in the city centre, as well as opportunities for leisure and retail growth.



What we will do:

- Accelerate delivery of key sites including the Albion Square, Whitefriargate, Queens Gardens, and the Maritime Project
- Increase the number of people living in the city centre by providing a range of distinctive choice and variety, working alongside housing growth and improvements across the city to meet the needs of all demographic groups
- Boosted growth in high quality city centre office accommodation, leisure and retail investments making Hull an energetic and sought-after location
- Implement local action plans to support the vitality of both the city centre and district centres for mutual benefits and accessibility, involving the communities in their development
- Integrate planning policy changes to ensure that local plans and design codes deliver environmentally sustainable, life-enhancing communities, and supporting walking and cycling to boost health and wellbeing

Priority: Investing in the visitor, cultural and leisure offer

The city centre performs key economic, strategic and cultural roles as the focus for the city and the wider region and provides the key economic driver for the area. The ambition for the city to be a world class visitor destination includes promoting the city as a location for large-scale shopping, leisure, food and drink, financial and cultural activities.

Developing attractive places for people is now, more than ever, key to people choosing where to live, work and spend their recreational time.

Delivering Hull Yorkshire's Maritime City, along with wider investments across the city, will increase the breadth and depth of the cultural and heritage offer to residents and visitors.

What we will do:

- Deliver the Whitefriargate improvement programme transforming and diversifying the area with food and drink venues, boutique shops and other commercial and leisure outlets
- Invest in Hull's Tech Corridor, Heartlands Knowledge Zone, and Heritage Action Zone to support the growing digital, research, development and innovation sectors
- Development of a city cultural plan and delivery strategy as a key driver for economic growth and community development
- Ensure strategic leadership across the cultural, heritage, tourism and arts sectors to deliver economic gain
- Promote and deliver cultural, visitor, and sports events that boost the area's profile, health and quality of life
- Maintain the quality of our public realm and open spaces, and ensure that these are child, disability and age-friendly spaces that encourage healthy physical activity
- Actively support the ongoing delivery of Hull's Cultural Strategy
- Support and encouragement of unique and independent cultural, economic and arts sectors, rebuilding where necessary within the city centre and beyond
- Establishment of a Food Producers Network and strategy for production, processing, and tourism

Priority: Providing integrated business support, advice, accommodation

Hull has benefitted from a hub and spoke business support programme through delivery of the Growth Hub working alongside the Local Enterprise Partnership. This has provided specialist advice to businesses on finance, investment and digital growth, including workshops and masterclasses as well as individual support.

Incubation and follow on space is at a premium in the city and the development and improvement of managed workspaces for growing businesses will support the growth from small to medium enterprises. Bespoke support will also help to reduce the numbers of businesses faltering in their early stages helping to sustain growth over the longer term.

What we will do:

- Create incubation space for small and micro businesses at sites across the city
- Maximise investment in the city centre and enterprise zone sites supporting business growth, new businesses and an increase in jobs
- Focus support on small and micro businesses as well as entrepreneurialism, to capitalise on place and drive wealth generation and quality employment
- Work closely with the Hull and East Yorkshire LEP to strengthen and sustain business support through the Growth Hubs

Priority: Delivering a clean and sustainable city

Hull, like the rest of the UK and the world, is at a cross roads in the journey from a place built on a fossil fuel economy to one built on renewable energy and production circularity. Our city has already chosen its direction through recent inward investment and its 2030 carbon neutral target to instigate the transition to a place able to take full advantage of the opportunities and productivity benefits derived from carbon neutral based place-making.

Hull is the most exposed city in the UK, after London, to the impacts of flooding, which makes the city acutely aware of how climate change impacts residents, businesses and infrastructure. A huge amount of investment has been delivered in Hull to reduce flood risk, especially since the 2007 floods. The Council is a key partners in the Living with Water Partnership along with the Environment Agency, East Riding of Yorkshire Council, Yorkshire Water and the University of Hull all of whom are keenly focussed on maintaining the city's water resilience.

Continuing to reshape housing in Hull in the context of climate change provides a significant challenge and opportunity to address the built domestic legacy through a rapid and extensive expansion in energy efficiency and developing low carbon and low cost heating solutions. This creates a significant opportunity to create long term employment as all homes in the city will need some form of retrofitting by 2050.

Hull is home to the Siemens Gamesa blade factory, the offshore wind sector is of a particular significance to the city, and presents one of the greatest short to medium term opportunities as future investment and extension plans are developed for new rounds of contracts. However, beyond the factory, the opportunities for the city lie in the supply chain and growth in the technical and innovative fields, such as robotics and automation, along with professional services. The University's expertise in environmental factors such as wave load/technology point to knowledge based opportunities as opposed to the more land hungry tier one suppliers. The focus on decarbonisation will require a knowledge base too, beyond pipelines and facilities.

What we will do:

- Develop Hull's plans for achieving carbon neutrality by 2030, and work towards delivering net-neutral ahead of the 2050 UK deadline
- Build an integrated, low carbon transport system: improving journey time reliability, reducing the cost of accessing work, services and trade for our residents, businesses and visitors, and reducing reliance on non-renewable fuels
- Continue to work with partners to deliver innovative solutions to adaptation and resilience through the Living with Water Partnership. Future ambitions include collaborating with the University of Hull to develop an environmental resilience 'living lab' facility on the banks of the Humber to help tackle climate change
- Continue the strategic approach to flooding from the Estuary through the Humber 2100+ partnership which is focussed on finding strategic approaches to manage tidal flood risk around the Humber estuary
- Design and deliver climate resilient homes to ensure that new homes and housing improvements reduce carbon impacts and also support reductions in fuel poverty
- Actively support the development and delivery of Hull's Circular Economy Strategy
- Development of Hull's natural capital plans including a local nature recovery strategy



PRODUCTIVITY

VISION / AMBITION

Hull's growth sectors punch above their weight across many performance metrics, including productivity and levels of innovation. In terms of GVA per worker, Hull is on a par with or higher than the England (excluding London) and North of England averages in the Energy, Transport and Storage, and Manufacturing sectors.

- High employment sectors with competitive advantage - health technologies, pharmaceuticals and healthcare; construction; chemicals; international trade, ports and logistics; and tourism and culture
- High productivity and absolute advantage sectors - food and drink; international trade, ports and logistics; advanced manufacturing, engineering and assembly; energy
- Emerging innovation and growth potential - knowledge and digital economy; creative industries; and low carbon technologies

However, key challenges remain, such as low average skills levels causing lower than average productivity in a number of other industries, leading to relatively low overall productivity.

MEASURING SUCCESS

- Increase the levels of spend procured from local businesses
- Increase Hull's productivity (GVA per job) targeting support and improvements at low value industry sectors
- Growth in high value, research, development and innovation sectors specifically medi-tech, creative and digital
- Increase and diversification of the business base in particular micro-businesses and young entrepreneurs (businesses per head, start up and survival rates)
- Increase in the number of cooperative and social enterprise companies
- Increase in the percentage of employees paid at, or above, the national average wage (proxy for higher quality and valued jobs)
- Increase in the percentage of working age population with higher level skills (NVQ4+)
- Reduction in average delays in journey times across the city

HOW WILL WE ACHIEVE THIS?

Priority: Boosting higher level skills development

Investment in developing high skills alongside physical assets will be key to the next stage of Hull's economic journey. The transition towards high productivity growth requires a labour force that can take up higher skilled roles to ensure that businesses can invest and expand. This requires programmes that can upskill and retrain local talent, as without this, the investments made in innovation and resulting uplifts in productivity cannot be fully realised.

Hull's businesses can face challenges in upskilling their existing workforces and in attracting younger, more highly qualified workers, evidenced by the Skills Advisory Panel for the Humber, who concluded that there is a lack of specialist technical and practical skills. There also remains a number of hard-to-fill vacancies, particularly in skilled trades, professionals/associate professionals and machine operative occupations. This is backed up by evidence from the Skills Support for the Workforce EU funded programme. In addition, some sectors, especially food processing, healthcare and logistics, are heavily dependent on migrant labour from EU countries.

What we will do:

- Increase the adoption of technology and investment in training in businesses, supporting businesses to adapt and innovate and also build new business models
- Working with our growth sectors, ensuring higher level appropriate skills provision is available, ensuring local benefit is derived from future investments
- Increase local provision of digital skills training and support including upskilling for employees in sectors where technological changes are impacting on skills requirements.

Priority: Supporting investment and growth in research, development and innovation

Supporting research and development is key to driving innovation, productivity and economic growth and employment. Innovation, however, is not confined to pure research and new product development – it includes the adoption of existing technologies to tap into new markets, more efficient processes, investing in new skills and training approaches, making more of existing inputs, and introducing low carbon techniques.

Hull is now home to five major private sector research, development and innovation facilities, supporting manufacturing from household names such as RB, Croda and Ideal have recently been established in the city with more planned.

The University of Hull is at the cutting edge of the development of self-reinforcing knowledge locally and is fully aligned to many of the growth sectors, including the Hull York Medical School and the Energy and Environment Institute, providing innovative medical education and research and the renewable energy industry as its home to the Offshore Wind Catapult and Aura, the renewable energy innovation centre, located just over the city's administrative boundary.

What we will do:

- Focus growth and support to raise productivity and resilience of key industries – medi-tech, digital, and low carbon technologies
- Nurture and grow employment and innovation in our frontier sectors
- Maximise the use of open data to support the growth in the digital sector and help to inform better design and development of communities
- Commence development of the Humber Freeport East Hull Cluster and Seed Capital Site
- Improve the city's health facilities
- Create a medi-health technologies cluster
- Support the growth and development of businesses within Hull's circular economy

Priority: Improving transport and connectivity

Although by some standards, congestion is relatively mild in the area, the city does suffer from some severe issues around its industrial areas. Using its status as the UK's first full fibre city, its unrivalled digital infrastructure will enable the development of integrated services and provide residents with real-time information with which to plan journeys, reducing business and freight travel costs and improving overall productivity within the region.

The Humber's ports priority is particularly centred on the development of a Freeport. The proposed Freeport will support energy related projects to the East of the city and medi-health-technologies to the West, catalysing on proposed investment plans within this sector. Innovation and higher skilled jobs will result.

Support for innovative logistics through digital facilitation, helping to optimise routes and reduce carbon emissions can be achieved by utilising the smart city platform. The University of Hull is home to the Logistics Institute.

What we will do:

- Identify and address pinch-points across the transport network to improve journey times and journey time reliability
- Deliver road and rail transport improvement programmes to reduce travel times and increase the productivity and health of residents and businesses
- Create a step change in travel behaviour by establishing green/sustainable travel corridors and deliver new public transport opportunities working with partners to improve services and pricing
- Create a network of cycle routes that support commuter and leisure journeys
- Encourage schools and businesses to implement sustainable travel plans and integrate green vehicle technology into scheme development.
- Develop Hull's Smart City Platform to enable the Council, businesses and residents to realise the opportunities and efficiencies available through the smart use of data and technology, such as real time traffic and parking data

Priority: Increasing local procurement and development of local supply chains

Many of the largest companies in Hull are well established international household names and make a substantial contribution to the UK economy. The long standing presence of global companies in sectors such as chemicals and healthcare has spawned an extensive supply chain and many have invested heavily and have relocated to new sites within the area in recent years.

What we will do:

- Strengthen public procurement and planning obligations to increase the use of local contractors and boost social value from capital programmes
- Increasing social value levered through procurement
- Further develop local supply chains to support embryonic and growing industries within the offshore wind, medi-tech, and the digital and creative sectors
- Support inward investment and the development of international trade links

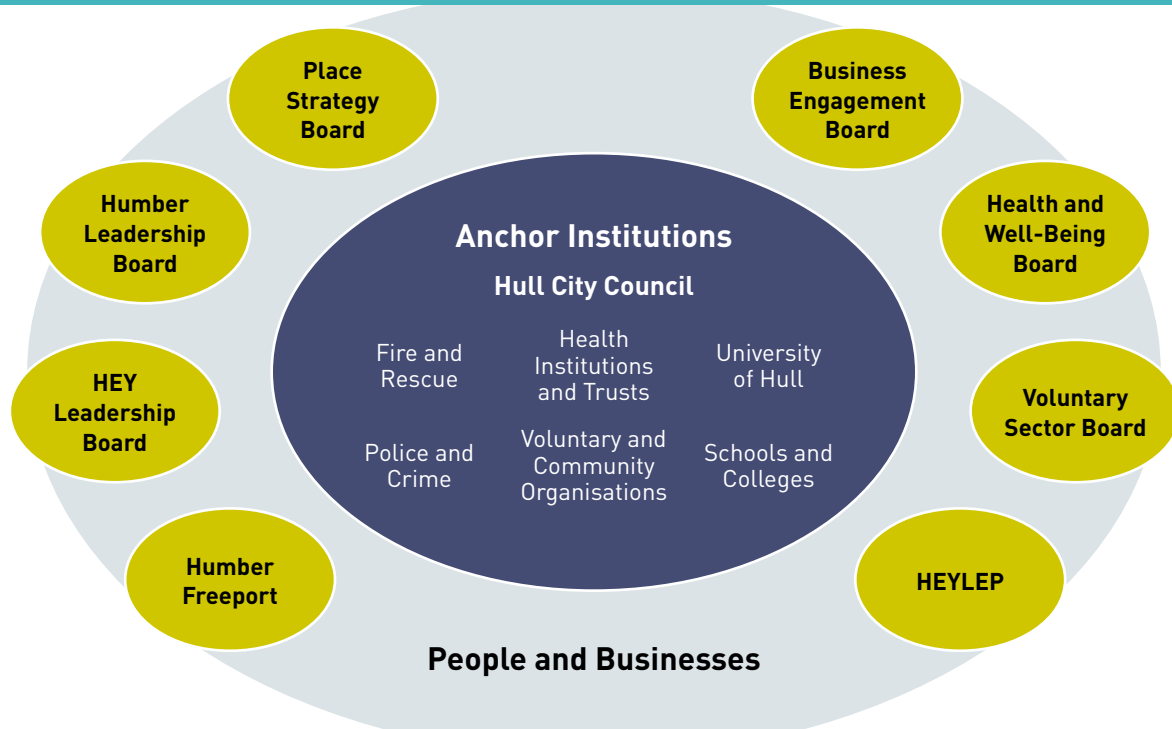
DELIVERING THE STRATEGY

Hull's strong local and regional partnerships and networks are key to maintaining the focus on delivery of the strategy. These include, amongst others the Hull and East Yorkshire's Business Engagement Board, the newly established Hull and East Yorkshire Local Enterprise Partnership, Health and Well-Being Board, Hull Place Strategy Board, as well as others like the Living with Water Partnership and the Culture and Place Strategic Advisory Group. This joint-working approach will also reinforce and advocate the case for external funding opportunities by demonstrating a collective and united voice for the city and region.

Drawing out the very best from every organisation across Hull will require working across boundaries on a range of enabling actions such as planning, capital investment, procurement, and supply chains to create the maximum social, environmental, and economic benefits.

Working together with all of Hull's anchor public and private sector organisations across the health, education, skills and research sectors we will look for opportunities to ensure that all our spending, investments, and employment supports growth and positively influences the future direction of the city. By working across our functions to support local business growth we will all be able to help in delivering access to opportunities and redistribute wealth which will help in reducing inequality and delivering fairness.

Achieving Hull's Economic Vision: Inclusive / Green / Local



Government Policies and Programmes

Building on the goals and priorities of the strategy, we will jointly develop an annual action plan with all key partners, supported by a pipeline of key projects that will provide further detail on the actions being undertaken. This will provide the platform for increasing joint working at all levels and provide clear accountability for delivery.

Regular progress against the strategy will be reviewed by delivery of:

- a quarterly dashboard of key economic indicators
- regular updates to the key stakeholders to ensure the strategy remains relevant and progress is monitored
- an annual delivery report which will cover all of Hull's key partnership actions as the plan develops

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Photo © Siemens Gamesa Renewable Energy



Hull
City Council