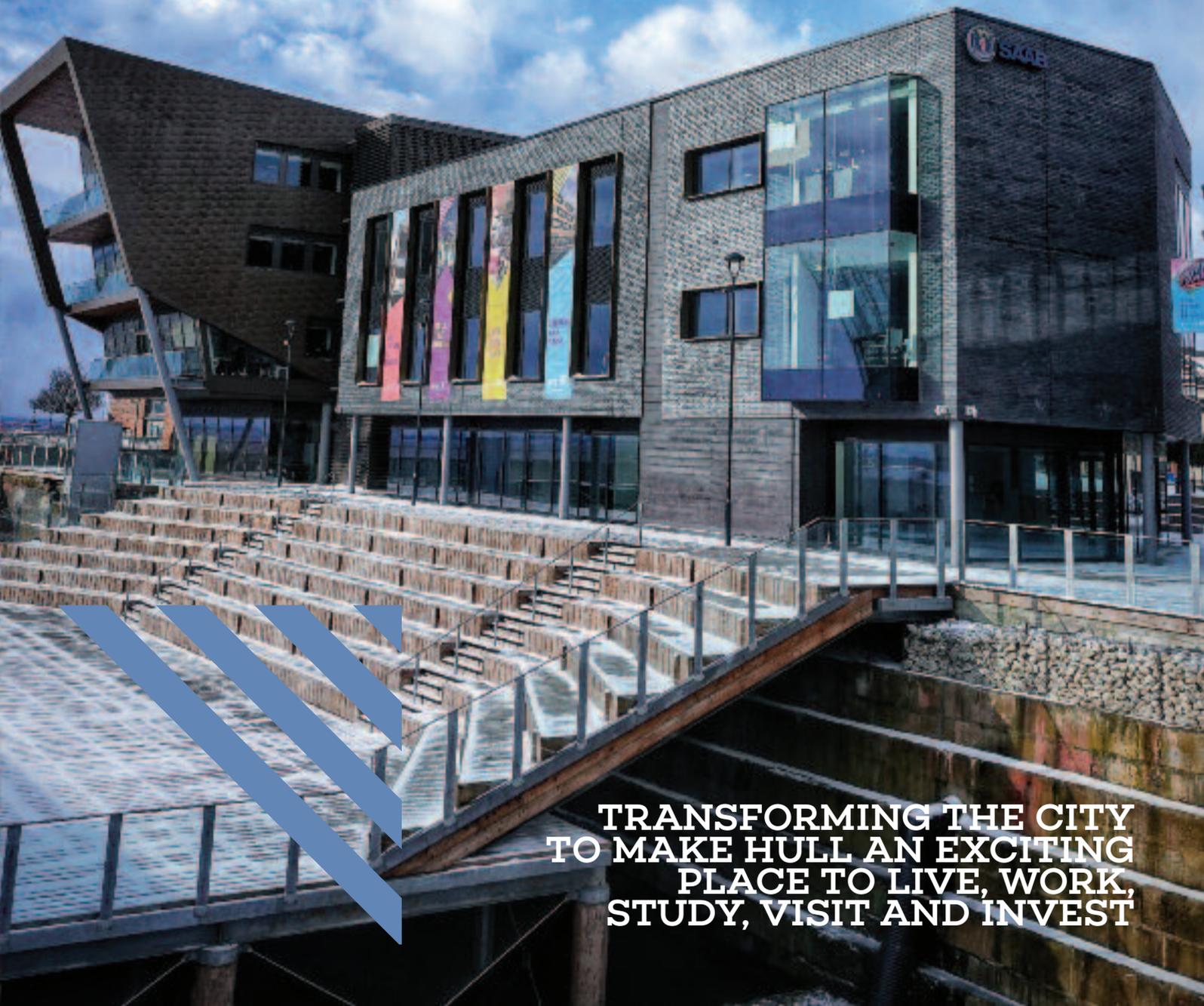


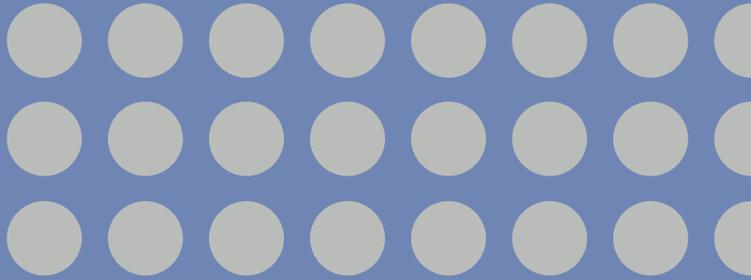


# CITY PLAN FOR HULL A SUCCESSFUL CITY, AN INCLUSIVE CITY WITH GROWTH AND OPPORTUNITY FOR ALL



TRANSFORMING THE CITY  
TO MAKE HULL AN EXCITING  
PLACE TO LIVE, WORK,  
STUDY, VISIT AND INVEST





# Foreword

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This refreshed City Plan presents the next stage in our journey, as a city, under the now joint economic and fair growth aspirations of the City Plan approach.

Building on the extensive delivery already undertaken and with a high degree of confidence in both our collective abilities and achievements, we, as the Business Leadership Board, are looking to the long term future of the whole of our city. In entering this next stage, we will be building on the success already achieved and the benefits that have been realised for the wider economy and many of Hull's residents.

We have, as a city, delivered a rapid growth scenario that many cities and economies can only aspire to, achieved through strong and unwavering leadership. We have utilised our many partners, asking them to share in the benefits of our delivery in a city that is now recognised for its ability to deliver.

That reputation for delivery has instilled and nurtured a high level of civic, business and personal pride. As we take this opportunity to reflect on our achievements we are only too aware of the need to build on and sustain such success. We do this, having begun to emerge from a long period of austerity for many.

We, as a refocused Business Leadership Board, recognise that the future need not and indeed does not need to look like the past. The changes in our local economy are tangible, nurturing all talent and skills as well as delivering capital investments will be at a premium.

The potential changes in the way that, as a city, we are governed have never been so fluid. Changes in our relationship with our trading partners and the way we engage with government will require foresight and cohesiveness to ensure that the city can sustain its growth and deliver future resilience for all. Through our enhanced efforts, reflected in our revised and more purposeful terms of reference and refreshed membership, we will continue to make a major contribution to the success of this city for the benefit of all its residents.

We will continue to report on our successes aimed at achieving our headline aim of creating employment, but also along with sustaining and retaining our recent growth for the benefit of future generations. We will work with our partners, particularly with the Hull Place Based Strategic Board and the Health and Wellbeing Board to broaden the impact of this success, delivering benefits to all our communities.

There is now unprecedented opportunity arising from the converging local self belief and economic opportunity to develop the full potential of the city and region for the mutual benefit of all its stakeholders.

Chair of the Business  
Leadership Board



Profile Pic



# VISION

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The City Plan, refreshed to reflect where the city is now, sets out a clear long term strategic vision and plan for fair, 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.

Building on expertise of the private and other sectors, the aim is to bring the whole community together to make Hull a place that is brimming 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 Plan is a shared collective vision, demonstrating a shared approach to meeting the challenges and seizing the opportunities of our growing economy. It is an inclusive and fair vision designed to raise aspirations, encourage educational attainment, talent and entrepreneurial skills and to improve wider health and wellbeing, bringing people together so that everyone benefits in all communities.



# CONTEXT

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The success of the City Plan, so far, demonstrates what can be achieved by the pursuit of a collective, shared and owned purpose with over 75 per cent of projects completed or currently in delivery. The Business Leadership Board (BLB), a ‘guiding coalition’ of the leaders of the private, public, voluntary community sectors, underpinned by the city council and charged with helping to shape the city’s long-term future direction.

By bringing expertise, drive and leadership credentials, BLB provide the focus for pursuing projects on a truly city scale and impact; projects that will make a tangible and lasting difference to all our communities and businesses. Acting as city-ambassadors, BLB members bring creativity, resources and presence to an already rich pool of expertise helping to ensure that the city can play a full and meaningful role in a UK and international context, influenced by the city council in its community leadership role.

Hull is continually evolving and as the BLB helps to guide it through change, this City Plan,

the city’s academic institutions and its communities will provide the basis for future success, delivering the skills that our economy and residents will need to succeed, creating more and better jobs, working with our partners, particularly with the Hull Place Based Strategic Partnership Board and the Health and Wellbeing Board.

Focusing on all the people of Hull in whatever community they live, seeking to fulfil their wider economic needs and aspirations, is the stated purpose of this City Plan.



# KEY AMBITIONS

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This City Plan has retained the core aims, objectives and themes of its predecessor but adapted and added to them for the time that we now find ourselves in.

The original City Plan introduced a new way of working and sense of purpose based around addressing need and realising opportunity, obsessed on creating employment for our residents. Building on that, this City Plan will continue that journey but in addition, seeks to maintain what we have achieved and provide a greater degree of economic resilience, providing a basis for building a city that is less at the mercy of external impacts and capable of delivering benefits for all its residents, communities and businesses.

## Delivering Economic Growth

### ENERGY CITY

Hull, through its prime economic and geographic location on the Humber energy estuary, has placed the city firmly at the heart of the UK hub for new and emerging industries focusing on renewable energy and the transition to a low carbon economy. Green Port Hull, which delivered Siemens Gamesa, Europe's largest wind turbine production and installation facilities at Alexandra Dock, is just

the first step. Capitalising on the initial Siemens' investment, the Green Port Hub programme has delivered a local co-located value chain, establishing Hull, and the Humber, as a world class centre for renewable energy, delivering a capable workforce to meet the challenges of the new industry. Thereby, this project is making a major contribution to the ambitions of the Humber Local Enterprise Partnership, underpinning a new plan for the next phase of growing the UK's Energy Estuary, critical to any future Local Industrial Strategy for the Humber<sup>1</sup> and the benefit of our residents.

### DESTINATION HULL

Hull, a gateway to Yorkshire, the UK and to Europe, which as UK City of Culture 2017, delivered the wider destination Hull capital programme of major cultural and transport infrastructure projects, firmly grasped this once-in-a-generation opportunity to create a sustainable thriving visitor economy; building on its rich heritage, culture and diversity, whilst embracing the future and the opportunities that it will bring.

Putting Hull on the map provided opportunities for all our residents, communities and businesses not seen for generations whilst refocusing the city towards the legacy of building on what has been achieved and sustained. That legacy focus is the key to the future, building on the physical, cultural and social steps forward that have been achieved, not least, by our residents.

## Delivering Fair Growth

### A PLACE OF COMMUNITY & OPPORTUNITY FOR ALL

Hull is a place where everyone and all our communities matter and should have the opportunity to benefit from economic growth. Recognised now as a key issue for many, fair growth is the main development area of the City Plan journey, often referred to as inclusive growth. Some of our residents have not yet enjoyed the benefits of economic growth and the intention is now firmly on addressing that situation. Through such focus, engaging all our residents and communities in the economic growth story is now firmly embedded in the approach. Working with our partners through the Hull Place Based Strategic Partnership Board and the Health and Wellbeing Board, connections across major policy areas have enabled this to happen but there is still more to do. The City Plan will seek to support all to achieve their very best by:

- Ensuring people receive the services they need as early as possible through prevention and early intervention.
- Helping provide a city wide coherent education system that enables every child and young person in Hull to fulfil their potential and talent.
- Encouraging entrepreneurial skills and attitudes, recognising the contribution that enterprise activity can make to people's lives, particularly the young and the very young.
- Providing opportunities to maximise personal income and reduce outgoings to make money go further with access to good jobs, training and skills development, especially within our post 16 communities.
- Safeguarding the most vulnerable, offering extra support where needed, helping them to live independently, leading to a happier, healthier, longer life.
- Encouraging fair growth principles across all the city's businesses, organisations and institutions, augmenting the collective wellbeing of the city.
- Helping to build strong, active, empowered and engaged communities across the city.
- A city wide outcome of making more of the Hull Pound:
  - > Delivery of Local Supply Chain Strategy.
  - > Addressing in work poverty.
  - > Seeking to increase disposable income.
  - > Maximising employment opportunities.
  - > Encouraging all businesses and communities to recirculate the Hull Pound to enable more money to be retained in the city.



# WHAT HAS BEEN ACHIEVED SO FAR?

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As a city we invited the world to invest in our True North brand approach and to share in our status as UK City of Culture 2017.

This year-long co-ordinated programme of arts, culture and heritage activity demonstrated significant economic and social impacts on the city. These have ranged from creating employment, increasing business turnover, attracting and delivering unprecedented public and private sector investment, not least within, but not limited to, our revitalised city centre. More significantly, more than 90 per cent of local residents engaged in at least one cultural activity during the year, with a 30 per cent rise in the total number of tickets sold for events in the city.

Multi-million pound investments in our cultural and tourism infrastructure have seen tourism visits hit 6.2m (2017), up 10 per cent from the previous year, with the value of the visitor economy growing at the same rate to £313m in 2017; these represent major steps towards Hull realising its long-term ambition of becoming a world-class visitor destination.

With renewed private sector confidence, delivering sustainable beneficial change, the City Plan, since its launch in 2013, has enabled employment across the city to be the highest on record and unemployment now at the lowest in over a decade. Economic inactivity is now at one

of the lowest levels on record and GVA (Gross Value Added) growth in Hull has increased faster than the regional and national average. The city has found a new degree of confidence and self-belief and repositioned itself as a place and destination for investment<sup>2</sup>. More than three and a half billion pounds of investment is currently being planned, delivered or underway; investing in the economic future of the city. Importantly half of this unprecedented level of investment is private sector led. Our investment portfolio is impressive and expansive. Highlights include:-

- £310m investment by Siemens Gamesa and ABP in transforming the under-utilised waterfront location into a world-scale hub for wind power manufacturing, logistics and assembly.
- £105m investment by Reckitt Benckiser (RB) in a global scale state-of-the-art research and development centre.
- the University of Hull's £209m investment programme including cultural facilities and investment in Healthcare excellence.
- £200m investment in Spencers' Green Energy Works.



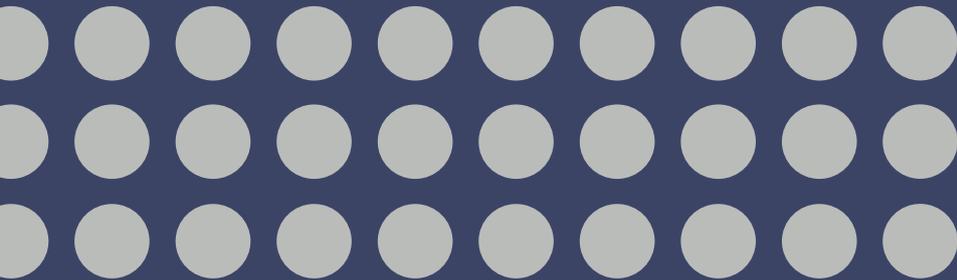
- £260m capital investment, led by the city council, revitalising the city's cultural infrastructure, including the Bonus Arena, Ferens Art Gallery, Hull New Theatre and Trinity Market.
- KCOM's £90m investment in high speed connectivity.
- The University Technical College (UTC) a £10m investment to ensure the future local workforce is well placed to serve new industries.
- Fruit Market an £80m investment through a partnership between the City Council and Wykeland Beal, breathing new life into this historically and culturally rich area of the city, to create a modern and vibrant district featuring art galleries, restaurants, music venues and a digital hub.

## Supported by investment in our communities.

At the heart of what we do, is the desire to improve the life choices of all our communities. Communities need economic opportunity but

they also need the services to deliver full and meaningful lives. We acknowledge that some of this can be long on the planning but during the lifetime of the City Plan, the city has seen significant investment in all of its communities including:

- Jean Bishop Integrated Care Centre (ICC) £10m investment by the NHS Hull Clinical Commissioning Group, supporting patients with long term health conditions to live healthy, independent lives.
- Headstart Hull £8m Lottery funded project to support the emotional health of young people.
- Extra Care Housing £79.6m investment to enable independent living.
- Building Schools for the Future utilising the significant capital investment in primary and secondary education providing 21st century facilities
- Living Environment building of communities following the UK's most successful Housing Market Renewal Programme.



## Continuing our journey

We have contributed greatly to success over the previous years and continue to do so through our engagement. The following projects, as examples of ours, and our partners' ambitions, are at various stages of delivery, reflecting the organic nature of the City Plan but most importantly they are of sufficient scale to make a difference to the city and its people;

- A63 Castle Street, the Highways England scheme to upgrade Castle Street.
- Hull Health Technology Initiative, to unleash the potential for local innovation across the rapidly developing and expanding health technology sector.
- Supporting Hull becoming a Smart City, exploiting Hull's high speed connectivity through an outward facing Digital Strategy.
- A new high quality data centre at the University of Hull, a £13m joint venture between the University and KCOM supporting high performance computing and new forms of digital education and underpinning the Digital Strategy.
- Through a joint initiative between Hull Culture and Leisure and James Reckitt Library Trust, a vision of building a new, architecturally inspiring, reconceptualised library offer and developing new and innovative ways of delivering library services in communities throughout the city.
- Mental Health Inpatient Unit for Young People, £7.8m new build by Humber NHS Foundation Trust.
- Pursuing the wider skills and employability aspirations of the city, looking at the changing world and motivations of those in the workplace from a young age.
- Smart Technology Intelligent Health, enabling communities to become more resilient and to reduce demand on acute services and facilitate self care.
- Supporting Hull to become a Sustainable Food City by promoting health and sustainable food and tackling food poverty.
- Continuing to work with partners to maintain Hull's status as a Fair Trade City, building on Hull's long history of promoting social justice.
- Delivering Community Led Local Development, where it is most needed, through a £7.5m European Funding programme to support people into or towards employment.
- Focused investment towards the city's Looked after Children, through developing a comprehensive employment and personal support system, tailored to individual needs.
- Supporting the Hull Armed Forces and Veterans' Charter with the MoD, strengthening the delivery of local Armed Forces' Covenants.

- Supporting Connect Well Hull (Social Prescribing), funded by Hull's Clinical Commissioning Group.
- Building on the successful UK City of Culture, including delivery of a volunteer programme to 'grow and empower community champions' and build on the success of the "Back to Ours" approach with all our local communities.
- Building on the Lessons Learned from the Leading Places Programme 2 – a national programme supporting localities and enabling our respective Anchor Institutions to exercise collaborative leadership.
- Living with Water - an initiative aimed at transforming Hull and neighbouring areas into a global exemplar for resilience by returning the area to its roots as a place that lives in harmony with water, benefitting all our business and residents financially and emotionally.

We recognise, economic and inclusion challenges remain, especially for those considered most vulnerable or distanced from engagement. Health, educational attainment and crime remain as city-wide challenges that continue to require support, often on a generational or inter-generational basis.

The need to drive change and champion a desire for Hull to work better as a city, with positive and inclusive change is now a core principle for the BLB, working collectively with our partners. So the plan, working across sectors and themes is now pursuing a greater fair growth agenda for all our residents and communities, an agenda that the city has the vision, capability and maturity to pursue in light of its recent success and an agenda that all sectors can support. This will be a key strand in our work with our partners in the Hull Place Based Strategic Partnership Board and the Health and Wellbeing Board as they reshape services and facilities for the benefit of all residents.

Specifically, we will further strengthen the relationships between education and business, a key aspect for delivering future growth and an area where we all want to do more for the benefit of our younger people. By investing and expanding our efforts, we have a headline aim of supporting all our children progress to reach National Attainment Targets especially those by Key Stage 4.

The successful delivery of the Building Schools for the Future programme means the city contains some of the most modern education facilities in the country.



# OUR APPROACH TO SUCCESS

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We are committed to addressing inequality by achieving fair inclusive economic growth, where no-one is left behind and everyone has the opportunity to benefit from and contribute to the economic growth that Hull is currently experiencing.

Our approach will help create a city where everybody in our communities gets the opportunity to thrive, to be their best and to contribute to our life together in this city.

No single organisation can deliver this City Plan, instead it is the collective efforts of many that will continually build success. Recognising the relationship with the city council, we will support wherever possible, the work in all local communities through the relationships and actions presented through this City Plan.

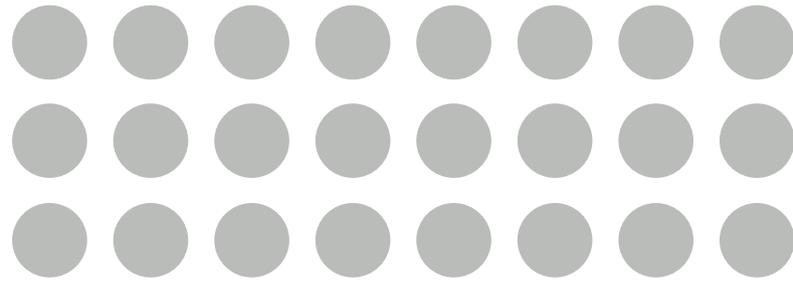
Working with partners, the explicit assumption has always been that, a continuum of opportunities and needs would be identified, leading to the generation and expansion of ideas, scalable to a city level to realise economic, health, community and social benefits for all. We will continually evaluate on a periodic basis the success of our efforts. Our regular performance reviews will be complemented by

state of the city reviews, aimed at informing our future plans as they are developed in a similar timeframe.

The shape of the City Plan has already influenced the thinking and direction of many organisations in their investment decisions. Recognising this value to the city, previous ideas have benefitted from a strategic fit with the City Plan and it is hoped those yet to be thought of and presented will enjoy a similar experience.

This approach lays the ground for future decisions regarding the development of Hull as a 'Place' enabling those task-focussed boards of the BLB and other interests to frame their plans, presenting the basis for co-ordinated and cohesive interventions. Having three aligned boards, bringing together their respective strengths will create a strong framework for getting even more things done.

BUSINESS LEADERSHIP BOARD	HEALTH AND WELLBEING BOARD	HULL PLACED BASED STRATEGIC PARTNERSHIP BOARD
<ul style="list-style-type: none"> <li>● Private sector leadership creating economic opportunity for all.</li> <li>● City Plan's long term strategic vision and ambitions for the city.</li> </ul>	<ul style="list-style-type: none"> <li>● Health and Wellbeing Strategy.</li> <li>● Healthier and Fairer Hull.</li> <li>● Integrated commissioning for the benefit of residents and communities.</li> </ul>	<ul style="list-style-type: none"> <li>● Public Sector Leadership.</li> <li>● Place Plan.</li> <li>● Integrated care systems.</li> <li>● Operational change to deliver benefits to all our communities.</li> </ul>



## Delivery Framework

Our new expansive framework highlights how emerging needs and opportunities will be delivered upon to achieve the ambitions and priorities of the City Plan and deliver fair growth for all our communities, creating the climate for positive change and ensuring that help and support is there for those who need it.

It also provides a basis for aligning with the Hull Place Based Strategic Partnership Board and Health and Wellbeing Board, as they progress their plans and we are looking forward to seeing the impacts our collective efforts.

Retaining the aim of creating employment, we can create the conditions to support those distanced from employment for whatever reason.

CITY PLAN FRAMEWORK			
Aim	To create and sustain jobs for local people		
<h2>Fair Growth</h2>			
Priorities	UK Energy City	Destination Hull	A Place of Communities and Opportunities for All
Needs/ Opportunities	<ul style="list-style-type: none"> <li>● Transport for the North and Northern Powerhouse.</li> <li>● Devolution and Financial Growth.</li> <li>● Environment and Circular Economy.</li> <li>● Waterfront Regeneration and Flooding.</li> </ul>	<ul style="list-style-type: none"> <li>● Place Development/ Management.</li> <li>● City Positioning and Promotion.</li> <li>● City of Culture Legacy.</li> <li>● Capital Investment and Infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>● Inclusivity and Fairness.</li> <li>● Healthier, Longer Happy Lives.</li> <li>● Housing.</li> <li>● Education and Skills.</li> <li>● Best Start in Life.</li> <li>● Safe and Independent Lives.</li> <li>● Families.</li> <li>● Safe, Active and Engaged Communities.</li> </ul>
Cross Cutting Themes	<ul style="list-style-type: none"> <li>◀ Digital Connectivity, Innovation and Knowledge, External Funding ▶</li> <li>◀ Governance and Partnerships ▶</li> <li>◀ Investment ▶</li> <li>◀ Environmental Resilience ▶</li> </ul>		

## Leadership & Working with Partners

As we have stated, we will continue to work within our extensive network of partners to deliver the outcomes in this plan. We have a key relationship with others including the city council. We fully recognise their collective role as the community leader and we pledge to actively support them in that role by seeking to

deliver the principles of Fair Growth in all the communities of the city.

We also recognise that we do require degrees of governance to deliver on our collective aspirations for the benefit of our city, businesses and residents. Working with the city council's cabinet and other leadership bodies, we will seek to make more out of what we have and through our collective efforts deliver economic, health and social benefits for all residents.



We recognise that our efforts, for reasons of accountability, need to be measured through a collective of measures of success. We will work collegiately to achieve Fair Growth and through the Health and Wellbeing Board relationship, make significant contribution to their Shared

Outcomes Framework, developed in consultation with local partners, to help deliver a fairer Hull. This will provide the necessary performance measures we will be judged upon as our contribution to delivering economic, health and social benefits to all our residents.

### FAIRER HULL

#### A Shared Outcomes Framework

Healthy and Well

Feeling Safe and are Safe

Resilient Communities

Fulfil Potential

A Vibrant Community



# FUTURE PRIORITIES

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## Economic growth and fair growth

Moving towards a more comprehensive, inclusive and confident version, our City Plan ambitions and the priorities underpinning them, provide the best opportunity for creating, sustaining and delivering jobs for all our communities with a focus on ensuring fair growth. Our BLB members, as individuals, are now actively collaborating on areas of mutual interest, fulfilling their terms of reference but more importantly providing the focus for many initiatives to progress.

With fair growth now central to the delivery of the City Plan and building on the successes and achievements so far, it will be at the forefront of our future thinking.

The opportunities presented, like the recent successes, are unprecedented and Hull is ready

to build on those recent successes, increasing the momentum, enhancing our reputation and position as an economic, cultural and community hub for the benefit of all our residents and the sub region.

In pursuing economic growth, we will deliver future investment. Our creative use of external funding, often complementing private and public sector investment has seen over £400m brought into our city for the benefit of businesses, communities and residents. Exciting and additional opportunities now exist to boost the economy by developing the city's strengths in key sectors; supporting local businesses to grow and helping residents to access the opportunities they need to lead prosperous and rewarding lives. However, we will need to be agile to realise the benefits likely to emerge from national government, and other sources, emerging from a post Brexit economy.



We continue to see a transformed economy with activity, driven by major investment and significant growth potential, for improved transport infrastructure, housing, business support, education, enterprise and skills, alongside place making/shaping. We will have to work hard and collectively to deliver the future benefits for all our businesses, communities, visitors and residents. Individual actions will need to be framed and delivered, not least as we continually review our achievements and future plans from whatever point they materialise. There are a number of key actions we need to support, enable and champion. We have framed these around the need to deliver key economic and community outcomes for the city.

## Local Industrial Strategy

We will build on key activities recognising increased productivity is a key consideration for the government. Any future Local Industrial Strategy will aim to enhance economic growth, to build on strengths, help deliver a highly skilled, competitive economy alongside

positioning the city and the region as a key location in the Northern Powerhouse. We intend to help position the city to increase the impact and contribution of the north to the national economy.

Transport and connectivity continually plays an integral part in this approach and we will ensure the city can thrive, by seeking fast and reliable connectivity by road, rail, air, sea and importantly digital connectivity. Improvements to the road network between the M62 and the Port of Hull, with high speed rail access directly into the city and to key economic centres and transport infrastructure, including global air travel through Manchester Airport, will maximise the positive impact on productivity, job creation, provide access to export markets and make it easier for visitors to access the city. We recognise the future importance to the city of the Castle Street investment. Connecting Hull to the digital world is now essential, as is developing the city into a Smart City delivering innovative solutions. We will pursue both ambitions with equal rigour.



We will promote further economic growth and in response to Brexit, Hull's Supply Chain Strategy will deliver local economic benefits and promote certainty, stability and resilience when working with national and regional partners.

Hull is recognised as the most successful city in the country for attracting investment to its Enterprise Zones (EZs). The optimisation of our EZs, post exit from the EU, potentially giving Free-zone status for UK Waters will be a key focus for our lobbying of government.

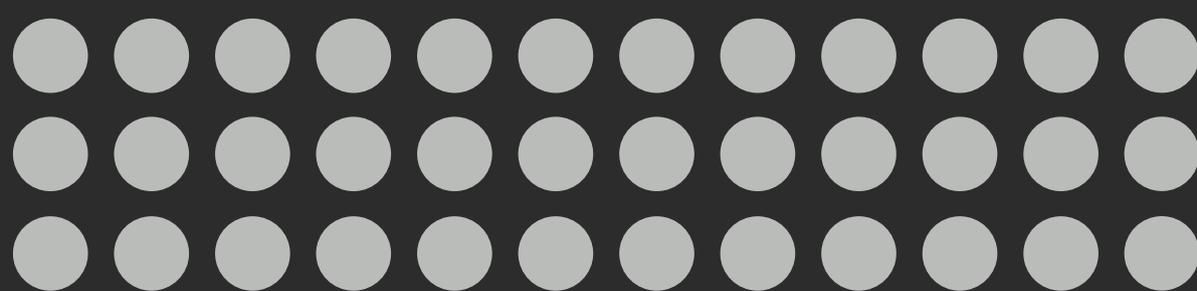
## Cultural Strategy

Globally cities, no longer merely the focus for civic pride, are economic drivers with which to deliver future prosperity for all its people. Hosting UK City of Culture in 2017 has helped transform the prospects of the city, alongside significant economic and cultural investment across all communities. The future rests on creating a lasting legacy; maintaining a profile and visibility of the city using its new found confidence and pride to position itself regionally, nationally and globally. As a city, our 10 year Cultural Strategy presented our

ambition that by 2026, Hull is celebrated for its distinctive cultural offer which reflects both the unique character and spirit of its people and its position as a gateway to Europe. We have built on that ever since and we will continue to do so with the new arrangements now delivering our cultural legacy. We will work with the new organisations and structures that are now building that legacy and we will seek to ensure that those who invested in our potential continue to see the economic and community benefits being realised, giving them confidence to invest further.

## Environmental resilience

Balancing growth and environmental resilience is a key balancing act for our city. Recent history highlighted the risks but also the opportunity for partners to provide city-scale solutions to the environmental challenges faced. With our partners we have been recognised in a global context for our collective efforts to deliver innovative solutions and will continue to do so.



## Talent and skills

Supporting those seeking to make their way in the world is a key motivation of our work.

Delivering talent and skills will be key. We will actively support our education, especially our school establishments and post 16 provision to provide a city wide cohesive education system that enables every child and young person in Hull to fulfil their potential whatever their background or individual circumstances.

## Prospectus to invest

We recognise the importance and expectations necessary to achieve greater devolution from government. We will tirelessly work with all our Yorkshire partners to achieve devolution but also have direct dialogue with the government, seeking a 'City Deal' that's right for Hull to support our ambitions and those of government.

As BLB we will support the city council in its pursuit of an appropriate 'Devolution Deal' for Hull and recognise the immense benefits any such deal can bring and as part of our wider governance considerations, we will support the council to get the best deal in order to deliver the city's Prospectus to Invest and the City Plan.

As we look further into the future, clearly the certainties become less well known. However, we have to have a vision for the future. We have already pledged that we will support the council's Prospectus to Invest, presenting a series of future ambitions that we will continue to work towards including managing the use of our land to encourage private sector investment.

We will therefore work with the council to deliver the following

### In the next 5 years:

- Deliver Yorkshire's Maritime City, the £27m Heritage Lottery Funded project to extensively redevelop Hull's significant historic maritime assets.
  - Deliver the Yorkshire Cruise Terminal, a £60m investment to create a city centre waterfront and riverside berth to capitalise on the growing demand for cruise ships, opening up the regional market to the strong Yorkshire brand established by 'Welcome to Yorkshire'.
  - A revitalised Albion Square presenting mixed use developments featuring retail, housing, leisure and further repurposing the city centre.
  - A new Northern School of Contemporary Dance and Performing Arts.
  - The continued delivery of housing market regeneration and focussed investment to bring forward housing adjacent to work opportunities.
  - Addressing the remaining complex, derelict waterfront sites to capitalise on the Environment Agency's investment in flood defences along the River Hull Corridor.
  - Develop the Heartlands Knowledge Zone within the River Hull Corridor.
  - Prepare a Hull & Humber Resource Efficient Manufacturing Centre.
  - Develop the Hull Health Technology Initiative into a sustainable initiative.
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**In the next 10 years:-**

- Further develop the Heartlands Knowledge Zone, repurposing of former industrial area to create a Tech corridor £45m, 250 jobs, 400 homes, 90 businesses.

**In the next 15 years-**

- Seek to repurpose the remainder of the city's waterfront (Albert Dock) from commercial dock estate to high value mixed uses delivering £100m investment, 200 jobs, 600 homes.

**In the next 20 years-**

Supporting the council's position of seeking to deliver a strategic solution to the city's internal and external road connectivity either an extension of the M62/A63 trunk route to the north of the city (an outer ring route) or, as in a scheme currently being promoted by the private sector, a city waterfront lagoon that would increase flood protection from tidal surge whilst delivering other land based objectives. This is a major long term ambition and both scenarios need to be pursued.





# OUR RESOURCES - OUR PEOPLE - GENERATION HULL

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Our City Plan fair growth intentions recognise that the benefits of investment and economic growth in cities are not always felt by everyone who lives there and some people struggle to access opportunities for jobs, training or local services.

We need a position where all can have opportunity of choice, across all communities and circumstances. This is a national issue, not unique to Hull.

*“Too many people are being left behind and this is now the biggest economic challenge facing our society.”<sup>3</sup>*

BLB have recognised that economic inequality leads to inequalities in health, wellbeing, employment status and housing, which means that despite a growing economy, some of our citizens face multiple challenges in their daily life compared to others; challenges which all too frequently become engrained and limiting choice of opportunity, often across generations.

Inherently unfair from a social justice perspective and economically damaging in terms of untapped potential in the labour market and potential extra demand on services this is a risk, which if left unchecked threatens the economic and social resilience of our economy and our communities.

To help address this, the BLB and this plan therefore will focus on promoting fair growth, within the partnership frameworks and review mechanisms we have outlined, for wider social and economic benefit. As BLB, we will do this by undertaking the following across all communities and deliver the stated outcomes:

- Create fair, decent and secure jobs for local people ensuring good work is available to all.
- Promoting accessible education, skills and training provision, with flexible support for those who need it most enabling people to exercise control over their lives and reach their full potential.
- Promote and deliver high quality physical, digital and social environments within communities where everyone is able to participate and contribute to community life and the local economy contributing to a Smart City ambition.
- Encourage a happy and healthy life for all, at all stages of life contributing to a

healthy city where people look after themselves and each other.

- Facilitating a diverse economy and a strong local labour market through strong links with a range of sectors and employers building on existing relationships to deliver a broad range of community learning, training and job opportunities for local people.
- Facilitating innovative approaches to fostering economic independence for young people ensuring an integrated approach to education and work.
- Identifying opportunities to maximise income and reduce outgoings for residents enabling the residents to make their money go further.
- Promotes and deliver the sustainable use of natural resources through reducing, recycling, reusing and recirculating thereby delivering a cleaner environment.
- Work alongside the public sector investment to improve the city’s 24,000 council houses to provide decent, warm and affordable homes and the development of mixed and inclusive neighbourhoods enabling a solid foundation on which to build healthy, happy and fulfilling lives and create opportunities for many people to succeed.
- Help provide tangible support for families and individuals with complex needs enabling families and individuals to work towards addressing issues, building the resilience to cope and having access to the same life chances as others, in particular, providing children with the best start in life especially those who have no other family support.
- Supporting individuals and families facing financial challenges to benefit from a wider and integrated support framework.
- Support the ‘Generation Hull’ programme seeking to release the inherent potential of all young people regardless of their background and apparent opportunities.

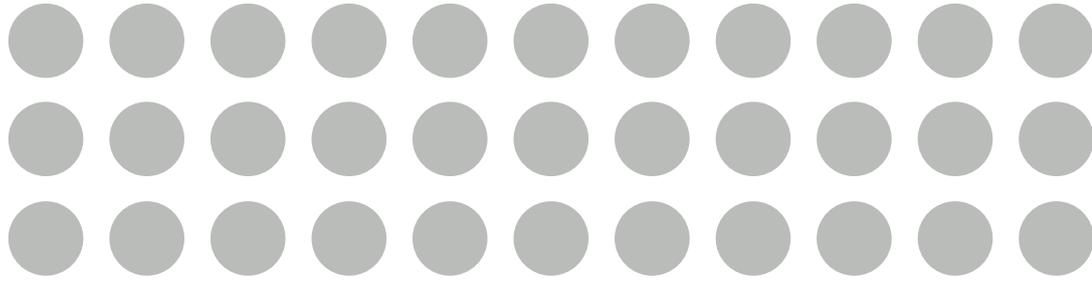
<sup>3</sup> Inclusive Growth Commission Emerging Findings



Again we will support the city council through their 'Prospectus to Invest', focusing on the need to forge "Generation Hull" where we will establish a dynamic of social-economic mobility within the city and beyond, enabling our young people to contribute and achieve in modern society.

Specifically we, will work with the city council to help deliver their proposals of

- A 15 year cross generational pilot partnership with Government, including co-delivery of the Work Programme.
- An expansion of the current Jobcentre Plus/city council partnership based around the Green Port Hub II:
  - > A Hull Employment Charter.
  - > An extended and enhanced exit employment subsidy and mentoring to engage all growth sectors in the economy.
  - > A focus on improving the outcomes of some of our most vulnerable groups, including Looked After Children, care leavers and children with special educational needs.
  - > A specific programme for veterans.
  - > A specific programme to address offending and reoffending.
  - > A focus on graduate retention.
  - > A programme to address the public services' skills gaps including those generated by Brexit.



# THE PLAN FOR OUR FUTURE

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## Summary

The City Plan continues to evolve in order to achieve its vision of Hull providing significant, inclusive economic growth for all its residents and businesses, with much more to do as challenges remain; more changes are needed to continue to improve areas such as education, employment prospects, health and support for the most vulnerable in our society. Local people need to feel they can benefit further from the recent and continued developments in the city and with all sectors working together these challenges can be met.

We have made considerable progress in transforming our city by energising our communities and investment partners and we all now have the confidence to invest further in its regeneration for the benefit of all residents. We will continue to report on our successes aimed at achieving our headline aim of creating employment but now along with sustaining and retaining our recent growth. Hull is now a city where people are more likely to stay and raise a family and is actively attracting people to it; either for the first time or as a returning resident.

These positive trends support the ambitions of the City Plan that creating new jobs; building

new houses; improving the public realm and open spaces, and improving educational attainment is creating a city and neighbourhoods where people want to live, study and work.

As a city and Business Leadership Board, collectively and as individuals, we will actively work with partners, local, regional, national and international to champion and support the delivery of the City Plan. Similarly, the Health and Wellbeing Board and the Hull Place Based Strategy Board are central to focusing resources within health and social care in order to tackle health inequalities. The Voluntary, Community and Social Enterprise Sector (VCSE) representatives are just as involved and their contribution and untapped potential is fully recognised and valued as are those of many other partners and those partners we have yet to meet.

We are confident, through the City Plan that we can provide the context and purpose for all our organisations, partnerships and individuals to work within and providing them with the knowledge and confidence, that with our collective efforts as a leadership community, we can drive forward the city over the next 20-30 years.



<sup>24</sup>[cityplanhull.co.uk](http://cityplanhull.co.uk)

