

- ✓ *Good jobs*
- ✓ *Better connected*
- ✓ *Fit and healthy*
- ✓ *Affordable homes*

The HEYCA gameplan – *prosperity and opportunity for all*

Draft for consultation

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Section 1: Introduction

This section frames and explains our gameplan. It sets a clear vision of prosperity and opportunity for all. It explains what we mean by this, how we'll work together and what success looks like.

Mayor's Foreword

It's a privilege to present this plan for Hull and East Yorkshire – a plan grounded in the belief that prosperity should be shared by everyone in our region. From our port city to the towns and villages that span our coastline and countryside, we have a history to be proud of and an opportunity to shape our future. We can build an economy that works for all, while strengthening the communities that make this place unique.

I was born here, and I am proud to be the first elected Mayor of Hull and East Yorkshire. My vision for our region is straightforward. Jobs that match the skills and ambitions of all our people. Better transport links between our communities and the wider country. A healthier region where everyone can live longer, fuller lives. Affordable homes in neighbourhoods people are proud to call home. These are the priorities we need to build on.

No single organisation can make this happen. Let's work together – councils, businesses, public services and, above all, the people who live and work here. If we build on what we are already good at and unlock new opportunities, we can make sure everyone benefits from our growth. By working together, we can create lasting opportunities and prosperity for this generation and the next.

Luke Campbell MBE
Mayor of Hull and East Yorkshire

Executive Board introduction

With confidence, hard work and a warm welcome, Hull and East Yorkshire meets the future head on. We're makers, builders and innovators by nature, whose work reaches far beyond our shores.

Our Humber ports form the UK's busiest trading estuary: a global gateway moving people and products at scale. Pioneers like Amy Johnson and Philip Larkin helped us all see life from a different angle.

Our skills and our spirit are grounded in proud traditions, from generations of hard graft and seafaring talent in our coastal communities; a deep connection to the land that still sustains our place as a national food security asset; and the mix of craft and construction expertise that gifted us the gothic beauty of Beverley Minster.

Those skills and that same spirit are alive today:

- In the blades we build at Alexandra Dock to power our region forward and increase energy security for the whole country
- In the trains we build at Goole Rail Village, delivering over 1,000 skilled jobs and new rolling stock to keep our capital moving
- And in the brighter futures we want to build at Saltend, where investment in hydrogen technologies can drive new technical skills, apprenticeships and early-career roles for young people across our region.

If you look at what's already underway – when we've had to fight to be heard and to get our fair share of investment, just think about what we can achieve now we have the chance to shape our future together.

Leaders across Hull and East Yorkshire have worked for many years to secure devolution and take control of our future. Now our task is clear: to work together and make it a success for every part of our region.

This is our gameplan for delivery. It sets out the first steps our Combined Authority will take and how we will work as one team.

Our vision is simple and ambitious: **Hull and East Yorkshire will be recognised as a region where confidence, connections and creativity bring prosperity and opportunity for all.**

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

We know that success comes when we work together, across political boundaries and local interests, for the benefit of the whole. Each of our roles bring a distinct focus, but is interdependent. Investment fuels growth across sectors. Transport links people and opportunities. Skills, housing and community safety provide the foundations of our shared prosperity. Health and wellbeing give people the chance to participate fully in society. Only by aligning these priorities can we achieve lasting change.

We all recognise that the Combined Authority is new, still building its capacity and ways of working. But we also recognise that people want to understand our priorities and how they can work with us.

This Gameplan is an initial set of commitments made at an early stage and while we are still forming our organisation. This means our plans may need to change and evolve as we go; but it is better to set a clear path at an early stage than wait until we have a perfect plan.

Our early stage of development also makes partnership working crucial. Our councils, businesses, colleges, voluntary groups and residents add strength and depth to our Combined Authority and can help drive real progress. Our role is to bring those voices together and focus our collective efforts.

The truth is we have all the ingredients. World-leading energy industries. Ports that connect us to the world. Universities and colleges that spark innovation and train the next generation. Communities with creativity and determination in equal measure.

This gameplan gives us the framework to focus our efforts, work in partnership and channel our shared belief that Hull and East Yorkshire can stand tall on the national stage.

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

Our priorities for Hull and East Yorkshire

This plan is built on the belief that prosperity is shared.

Growth needs to be felt in our everyday lives and in every town, city and village – from the Humber ports to Beverley, Bridlington and the Wolds.

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

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

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

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

For each of these priorities we have selected a small number of measurable outcomes that describe the things it is most vital that we improve if we're to deliver lasting prosperity.

These are whole-place and whole-population measures of success, and they require coordinated effort across all Combined Authority portfolios. But they also need the active involvement of all public services, of businesses and of local residents and community groups. No one agency can deliver this change alone.

HEYCA outcomes framework

Priority	Lead portfolio	Type	Indicator	Why this matters for HEY
Good jobs	Investment	Headline	GVA per hour worked	Lift productivity through growth in high value sectors and businesses; improvements in infrastructure and skills; and broad-based technology adoption.
Good jobs	Investment	Supporting	Gross median weekly pay	Resident-facing prosperity measure that complements productivity and tracks rising living standards.
Good jobs	Investment	Supporting	Business births (new enterprise registrations)	Signals firm creation linked to investment, Freeport supply chains and local entrepreneurship.
Good jobs	Skills	Headline	Working-age population qualified to at least Level 3	Matches demand in offshore wind, advanced manufacturing and logistics; levered by devolved skills budgets.
Good jobs	Skills	Supporting	16-17 year-olds NEET	Keeps young people connected to opportunity in coastal, rural and urban communities.
Good jobs	Skills	Supporting	Employment rate (16-64)	Whole-economy signal of opportunity creation across city, towns and coast.
Better connected	Transport	Headline	Access to services by public transport, walking and cycling	Measure for a mixed urban, rural and coastal geography; focuses on reaching jobs, education and health.
Better connected	Transport	Supporting	Local bus passenger journeys	Practical test of a network that connects settlements and opens access to opportunity.
Better connected	Transport	Supporting	Adults who walk or cycle for travel at least once per week	Tracks short-trip connectivity and low-cost access for smaller towns and rural areas.
Better connected	Transport	Supporting	Freight modal shift	Tracks share of total freight movement by each mode (focus on road and rail)
Fit and healthy	Fit and healthy	Headline	Healthy life expectancy at birth	Single, public-friendly outcome that captures the health gap and progress on prevention.
Fit and healthy	Fit and healthy	Supporting	Slope Index of Inequality in life expectancy	Keeps equity central for inner-city, coastal and rural communities.
Fit and healthy	Fit and healthy	Supporting	Adults physically inactive	Practical prevention lever via active travel, parks and community sport.
Affordable homes	Housing	Headline	Affordable homes delivered (gross)	Supports city, towns and coast; helps first-time buyers and retains local talent.
Affordable homes	Housing	Supporting	Net additional dwellings	Core signal of supply.
Affordable homes	Housing	Supporting	Permanent dwellings started	Tracks changes in rate of new building.
Affordable homes	Housing	Supporting	Homes EPC C or above	Links quality to lower energy costs.

Our place, our economy, our Combined Authority

Hull and East Yorkshire, and the wider Humber region, is a vital trading gateway for the UK.

Our ports link a city that makes and moves things, and a rural and coastal economy that grows and supplies things, with national and international markets.

More than 600,000 people and around 20,000 businesses share one functional economy that ties Hull to Beverley, Bridlington, the Wolds and to ports and communities on both sides of the estuary. We have strong links north to Leeds and York, along the M62 to Manchester and Liverpool, and south to Sheffield, the East Midlands and the wider national economy. These links shape our labour market, supply chains and visitor flows.

Our sector mix is distinctive. Production industries account for a large share of output. Manufacturing contributes strongly, as do engineering, process industries, agri-food, logistics and the port estates that power our gateway role.

Hull and Goole handle significant volumes within a wider Humber complex that is the UK's busiest trading estuary by tonnage, and host designated Humber Freeport tax sites that support investment in energy generation, chemicals, logistics and advanced manufacturing.

Our region is an energy powerhouse, from manufacturing roles in Hull, to chemicals and hydrogen at Saltend, grid and pipeline assets, and a maturing carbon capture proposition that can anchor skilled jobs locally.

Our rural and coastal economy adds range and resilience, from high-performing agriculture and food processing to fisheries and a visitor economy centred on Bridlington and seaside towns.

Our economy trades east to west. The A63 and M62 carry freight from port to market and connect people to higher-skilled work. Spatial priorities focus employment land and investment along this corridor and around key centres.

Although employment has been resilient across our two authorities in recent periods, on pay and productivity we have ground to make up. We need to grow higher-productivity roles in energy, chemicals and health technologies linked to clinical and care innovation, and to improve labour market connectivity.

We also need to support and develop our foundational sectors in-hospitality, tourism, retail and social care; create better pathways for pay and progression; and make sustained progress on a range of economic, social and place outcomes at the same time.

This sort of transformational change takes time and can only be built through constant partnership working that is rooted in place and guided by our strengths.

What only a Combined Authority can do

Our Combined Authority exists to work across boundaries and in partnership to reflect the scale at which our economy actually functions.

People live in one place and work in another. Freight moves from quayside to corridor to customer. Investment decisions cross council lines. We bring that system together so transport, skills, housing, energy and business support line up. No single organisation can join those pieces as cleanly as a mayoral combined authority with the mandate to act across the footprint.

We give investors and government a single front door. That means one clear proposition, one pipeline, one set of contacts and one timetable, all set in and coordinated with the wider Humber context.

We align land use, enabling infrastructure, skills and supply chains, so projects move from interest to delivery with fewer hand-offs. We secure and join-up funding to de-risk investments, crowd in private capital and anchor good jobs here.

We integrate movement and place. Local transport powers allow us to shape bus reform choices, station improvements and corridor improvements, then sequence them with housing and town-centre renewal. A regional view lets us tackle cross-boundary pinch points and work with other mayors to make sustained improvements across the north.

We lead the labour market. With devolved adult skills funding and a direct commissioning role, we can align provision to real demand in engineering, logistics, construction, health and digital. We convene colleges, the university and employers to design pathways from school to higher technical routes and apprenticeships, and we back in-work progression so people can move up.

We enable the right homes in the right places. A spatial framework at combined authority scale will provide long-term certainty and can link city-centre living, sensitive

town extensions and transport-gateway sites to the locations of future jobs. We bring the capacity at a more strategic level with councils, Homes England and developers to assemble and service sites, test innovative approaches to construction and align funding and financing.

We steward key markets and services. By coordinating with utilities, Network Rail, DfTO, National Highways and the Environment Agency, we can influence the timing of upgrades to support our investment pipeline. We bring the capacity to shape digital connectivity and improve data-sharing so businesses and public services can more easily and safely adopt modern software and AI, and residents can access services and training. Through procurement and commercial practice we will grow local supply chains, set clear expectations on wider value, and manage contracts so delivery stays on track.

We will work closely with the Police and Crime Commissioner (PCC) for Humberside. As a member of the HEYCA Board the PCC provides strong assurance on policing and access to a network of mature partnerships, linking the Combined Authority to our existing Community Safety Partnerships, the Humberside Criminal Justice Board, Humber Violence Prevention Partnership and Safer Roads Humber in ways that will help us act across the whole system. We have set out shared commitments in each of our delivery plans below and will develop working relationships over time that ensure we share evidence, insights and aligned planning and decision making that improves safety, confidence and opportunity across city, towns and coast.

We speak with one voice for our area. The Mayor provides visible leadership and democratic accountability, while our partnerships across the Humber and the wider north lets us act at scale where it's needed. Government expects a strategic partner it can trust with multi-year settlements. A combined authority fills that role and turns national opportunities into local projects people can see.

Above all, the Combined Authority will keep people at the centre. Resident and business voice and open reporting are built into how we work. That combination of scale, powers and public mandate is what makes a combined authority different. It is how we turn our strengths into prosperity and opportunity for all.

Section 2: the HEYCA Gameplan

This section explains how we will deliver each against each of the mayoral priorities, and where the Leadership Board portfolios make their most direct contribution.

For each priority, we sketch out our context and aspirations, define key measures of success, and set out our first steps for delivery and the major projects we will target over the coming years.

✓ Good Jobs

Context and aspirations

Our economic strengths run from energy generation and advanced manufacturing to digital and creative work, and across a large base of food production, visitor economy and public services. Our production industries already account for a nationally high share of output, reflecting our role in energy, manufacturing and ports.

This mix matters because it gives more residents a route into work and a path to progress. Our task is to turn these strengths into more secure, better paid roles across our city, towns and coast.

Energy and engineering anchor many of the best opportunities. At Alexandra Dock, offshore wind blade production shows how making at scale can lift pay and skills across supply chains. On the Humber, chemicals and energy projects are creating demand for technicians, process operators and engineers, with new apprenticeships and early-career roles for young people. Our ports and Freeport sites strengthen this by drawing in logistics, fabrication and component manufacturing, supported by land and infrastructure along the A63 and M62 corridor.

Digital capability now runs through every sector. Factories use sensors, data and automation to improve quality. Logistics firms optimise routing and warehouse flows. Health and care providers use digital tools to plan services and support people, patients and staff. We will help businesses adopt modern software and AI so they can design better, sell more and run smarter operations. That means practical support for smaller firms, peer learning between employers, and access to the right facilities and kit.

Foundational sectors create a large share of local jobs and deserve the same focus on quality and progression. Our area leads the country in static caravan and lodge manufacturing, which supports design, joinery and supply-chain jobs. Fisheries and the wider agri-food system link farms and food businesses into local and export markets. Retail, social care and public services provide work in every community and can offer real careers with the right training and management pathways. Steadier hours and higher skills are key to better visitor experiences in our tourism and hospitality sectors.

Skills and training turn opportunities into good careers. We will back clear routes from school to higher technical qualifications and apprenticeships, aligned with employer demand and insight into what's needed. This will include support and traineeship pathways for young people leaving school and routes for older people to re-engage in learning pathways to secure jobs. Devolved adult skills and local commissioning will raise attainment and support people to retrain. Colleges, the university and independent providers already offer strong foundations in engineering, energy, health and applied sciences. We will build on this with employers, so courses fit shift patterns and real jobs.

Good jobs here means access to fair pay, security and the chance to progress. They exist in factories and labs, in care settings and in classrooms, on farms and in kitchens, in studios and server rooms, on the quayside and in our town centres.

We will build on our economic strengths – leveraging investment in plant, digital technology and AI, and supporting better transport and strong local training routes. This is our route to a stronger economy and more opportunity for local people - an energy powerhouse for the UK and beyond; a centre of digital and mechanical engineering excellence; a global maritime and logistics gateway; and the place where businesses come to secure quality of life, the space to expand and a seat at the table.

Tracking our progress

We will work to create more good jobs with government, business leaders, investors, education and training providers and our talented local workforce.

We will know we're succeeding when we see a positive shift in these in these indicators.

Priority	Lead portfolio	Type	Indicator	Why this matters for HEY
Good jobs	Investment	Headline	GVA per hour worked	Lift productivity through growth in high value sectors and businesses; improvements in infrastructure and skills; and broad-based technology adoption.
Good jobs	Investment	Supporting	Gross median weekly pay	Resident-facing prosperity measure that complements productivity and tracks rising living standards.
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Good jobs	Skills	Supporting	Employment rate (16-64)	Whole-economy signal of opportunity creation across city, towns and coast.

Investment Portfolio delivery plan

Cllr Anne Handley

Our Investment portfolio turns our strengths into jobs, productivity and higher wages. It leads our propositions to government and investors, shapes our Investment Framework, and coordinates programmes that unlock sites, infrastructure and growth.

The scope includes inward investment, trade readiness, sector development, the Freeport offer, our capital pipeline, planning facilitation and investor aftercare. It works with Transport, Skills and Housing so land, people and connectivity line up.

Our first steps will be to -

- Commission an updated regional economic assessment to identify our strengths and areas where more can be done to drive growth and create good jobs.
- Develop a ten-year plan for growth that identifies our top investment opportunities and guides regional prosperity, and work with investors to lever in additional funding wherever possible.
- Create a new Investment Board to advise on how to use Combined Authority resources to best support the highest priority opportunities for growth in the region.
- Become the Accountable Body for the Humber Freeport and work with partners to streamline governance of the Humber to unlock investment and speed up and join up decision making.
- Continue to support businesses with access to effective programmes, such as Made Smarter, and expert advice and action.
- Continue to lobby government for a fair share of national investment in our people, our economy and our infrastructure.
- Attend national and international investment summits, conferences and trade missions, including in partnership with other northern Mayors.
- Prepare a business case for Local Innovation Partnerships funding, working closely with the University of Hull and other Yorkshire Universities.
- Support the Hull and East Yorkshire Local Visitor Economy Partnership.

The big steps we will take in the coming years are to -

- Identify key growth locations across the region that can provide the focus for sustained investment activity.
- Develop a funding and financing strategy that leverages Combined Authority resources to their fullest effect, working with public, private and institutional investors.

Working work with the PCC, we will also support safe town and city centres and a vibrant night-time economy, reducing crime and antisocial behaviour that undermine growth and confidence.

Skills Portfolio delivery plan

Cllr Mike Ross

Our Skills portfolio will build a talent pipeline that matches our economy. It leads on the devolved Adult Education Budget, works with the Chamber of Commerce to produce improve skills provision in key sectors, and coordinates programmes for young people and adults.

To ensure we deliver on our priority for good jobs, the portfolio will focus on higher technical pathways, apprenticeships, basic and digital skills, and in-work progression.

Our first steps will be to -

- Prepare and agree a whole-place, whole-system Work and Skills Strategy to set priorities and guide the range of inter-related skills funds and opportunities.
- From March 2026, take on the responsibility for the strategic direction, commissioning and accountability for the Adult Skills Fund, and Free Courses for Jobs. Directing over £16m of funding to transform Adult Skills and training across the region and preparing for the future introduction of the Lifelong Learning Entitlement.
- Work with the Hull and Humber Chamber of Commerce to co-develop a new Local Skills Improvement Plan that is business-led and addresses the skills gaps holding our key sectors back.
- Scope the role that a Good Work Charter could play to support residents with improved employment and training opportunities across our economy.
- Develop our evidence base and data insights using the information from the delivery of the Local Skills Improvement Plan, Adult Skills Fund, Skills Bootcamps, and the Get Britain Working/Connect to Work to shape commissioning decisions and future strategic planning.
- Ensure new employment support programmes are aligned with the wider Work and Skills Strategy and steps to remove barriers to in-work progression; and support the delivery of Connect to Work and the wider development of healthy workplaces in the region.

- Continue lobbying for greater influence on 16-19 education so we can respond to what businesses need and help young people start planning and realising a successful career at the earliest opportunity.

The big steps we will take in the coming years are to -

- Fully align skills investments and priorities so people in Hull and East Yorkshire benefit from new, higher value jobs through training and in-work progression.
- Continue to make the case for the devolution of 16-18 powers and resources to support our young people into work and careers in the region.
- Design and launch consolidated youth skills, training and careers programme that brings together what is already working with targeted additional provision.

Working work with the PCC, we will also develop training and *employment pathways for people at risk of offending or reoffending, and work to embed cyber security and awareness of online harms within entry-level routes and apprenticeships.*

✓ Better connected

Context and aspirations

Being connected will unlock work, learning, healthcare and culture. Our ambition is for clean, inclusive and digitally enabled mobility that makes everyday life simpler and places feel closer together.

Travel patterns will remain similar, with major flows east to west along strategic corridors, through the port estate and along city-to-town routes that link Hull with Beverley, Bridlington, Goole and elsewhere. Rail stations at Hull, Beverley, Goole and Bridlington will continue to connect the region to wider city networks. Buses will carry large numbers in urban areas and provide vital links for towns and villages. Walking and cycling will keep growing for short trips where routes feel direct and safe, supported by secure parking and, where appropriate, convenient charging for e-bikes and other personal light electric vehicles.

Freight will remain central to prosperity. Efficient port access, reliable rail paths and resilient highway links will shape delivery times and business confidence. As energy and manufacturing grow, and visitor numbers increase, dependable connections to centres, employment sites and the coast will become even more important. We will also support improvements that make freight movement cleaner, more efficient and better integrated with ports, railheads and last-mile logistics.

Digital connectivity will sit alongside transport as essential infrastructure. Full-fibre coverage, strong mobile networks and reliable backhaul will support firms that design and trade online and help residents access services, training and flexible work. We will champion digital tools that improve travel, including contactless ticketing, real-time information and journey planning, and data platforms that help plan, time and maintain the network more intelligently.

We will secure investment and work with operators, councils and infrastructure planners to make everyday journeys simpler, faster and more reliable. We will explore innovative services where they add value, including on-demand links for rural and coastal communities, mobility hubs that bring modes together, and safe, convenient options for micromobility. We will consider how new and enhanced light and heavy rail

connections could support growth where evidence shows a strong case, and we will safeguard potential alignments where appropriate.

Our Local Transport Plan will set a clear pipeline that sequences bus, rail and active travel so people feel improvements year by year. It will focus on dependable bus services on priority corridors, simpler and integrated fares, and information that is easy to use. Stations will work as gateways and as interchanges that support growth in surrounding areas. Walking and cycling links will connect homes to schools, colleges, health services and centres through direct routes and safer junctions. We will treat digital connectivity as part of the network, supporting 5G along key corridors and open data so services can respond to demand.

We will make the case for major cross-North enhancements that improve reliability, capacity and journey times on strategic rail and highway corridors linking Hull and the East Riding with Leeds, York, Sheffield, Manchester and beyond. Our asks will be backed by clear economic, social and environmental evidence, including better freight paths to and from the ports.

We will support investment in digital infrastructure to expand full fibre across urban, coastal and rural areas and improve mobile connectivity at known pinch points, including transport corridors and visitor hotspots. We will use data platforms to provide live travel information, guide network planning and target maintenance, and we will support digital skills so residents can confidently use online services and tools at work.

Together these steps will create a connected region. People will reach work, learning and services more easily. Businesses will move goods and welcome visitors with confidence. Digital networks and skills will support every sector. The result will be places that feel closer together and better linked to opportunity across Hull, the East Riding and the wider North.

Tracking our progress

We will work to improve connectivity with government, transport providers, local councils, business leaders, public services and infrastructure providers.

We will know we're succeeding when we see a positive shift in these in these indicators.

Priority	Lead portfolio	Type	Indicator	Why this matters for HEY
Better connected	Transport	Headline	Access to services by public transport, walking and cycling	Measure for a mixed urban, rural and coastal geography; focuses on reaching jobs, education and health.
Better connected	Transport	Supporting	Local bus passenger journeys	Practical test of a network that connects settlements and opens access to opportunity.
Better connected	Transport	Supporting	Adults who walk or cycle for travel at least once per week	Tracks short-trip connectivity and low-cost access for smaller towns and rural areas.
Better connected	Transport	Supporting	Freight modal shift	Tracks share of total freight movement by each mode (focus on road and rail)

Transport portfolio delivery plan

Cllr David Tucker

Our Transport portfolio connects people to work, learning and services, and connects freight and visitors to our places. It leads our Local Transport Plan; bus improvements, rail and station work with partners; active travel; and integration of transport with land use and regeneration.

To ensure we deliver on our priority to be better connected, the portfolio will focus reliability, affordability and accessibility that supports growth.

Our first steps will be to -

- Publish our Bus Service Improvement Plan and lead the creation of an Enhanced Bus Partnership to deliver noticeable improvements to services across the region.
- Work with our rail operators to highlight and address consistent underperformance and to identify priority improvements for services and stations.
- Lobby to secure investment in rail, including electrification of the Hull to Leeds and Hull to Sheffield lines, and to ensure future programmes take account of the opportunity to deliver earlier impacts by starting the east of the country.
- Provide support to improve community transport, including considering the potential for a targeted seed funding programme.
- Put in place an active travel plan to direct investment to the right locations and in line with our strategic priorities.
- Agreed a Key Route Network that will benefit from Mayoral powers and oversight and put in place a Key Route Network Board to guide its development.
- Secure funding for battery powered buses and charging infrastructure for residents with electric cars, to support quieter roads and cleaner air in our towns and villages.
- Bid for additional funding to ensure everyone in Hull and East Yorkshire has access to digital devices, data and connectivity and the skills and confidence to use them.

- Play a full role in the regional resilience forum to help respond to prepare for and respond to emergencies and help keep people safe.

The big steps we will take in the coming years are to -

- Put in place a statutory Local Transport Plan that provides a rich picture of our transport future and can unlock, guide and sequence major investment over the long-term.
- Develop the Combined Authority to become a fully established Transport Authority.
- Move to a simple integrated ticketing offer across operators in Hull and East Yorkshire

We will also work with the PCC on casualty reduction and safety for all road users, and to tackle crime and antisocial behaviour on public transport.

✓ **Fit and healthy**

Context and aspirations

Good health underpins everything – we need to feel well to work, study, care for family and take part in community life.

We know that health is heavily shaped by place and the pattern of our demographics, with a younger, urban city and an older, rural and coastal county.

Safe streets help children walk to school. Good homes reduce illness and bills. Bus and rail links are needed to access health services, jobs and college. Access to nature – whether that's in parks, at the coast or across the Wolds – supports everyday activity and good mental health.

In Hull, life expectancy and healthy life expectancy are below the England average, with large gaps between the most and least deprived neighbourhoods. Deprivation in inner-city neighbourhoods is linked to higher rates of COPD and diabetes and, while smoking has fallen strongly over the last decade, it remains higher than average which drives respiratory disease and earlier ill health.

Our population across the East Riding is older, which brings more dementia, musculoskeletal problems and falls. Longer travel distances – particularly for those living in coastal and rural communities – can also make it harder to access vital services.

Workplaces across the region can influence health through shift patterns and stable employment, and training and environmental measures to address health and safety risks, especially musculoskeletal strain and stress. Culture, sport and heritage groups also act as preventative factors, building social capital and reaching people that formal services often cannot.

Working with our partners in the NHS, councils and across the public, private and third sectors, we will use our increased influence and forthcoming public health duty to firmly put prevention first, and closer to home.

We will strengthen the link between health and work, forging closer links between employers, Jobcentre Plus, the NHS and local authorities and skills providers so residents get timely help that keeps them in work or helps them return sooner. Support will focus on what matters most for attendance and productivity, including mental health, early access to occupational health, and simple workplace adjustments. Employers will have clear routes to advice, and residents will see pathways that connect condition management, training and good jobs.

Sport and physical activity will be part of daily life, and we will back a culture of movement by working with clubs, schools, councils and event organisers so that grassroots sport grows and more fixtures come to our city, towns and coast. Big moments will inspire young people and first-time participants, while better walking, cycling and wheeling links between pitches, parks, shops and schools will make active travel part of everyday life.

We will use our planning powers to ensure developers build healthy places for future generations. New homes and renewals will meet clear standards for warmth and ventilation, and public realm in towns and on the coast will invite people to spend time outdoors.

The Mayor's Community Investment Fund will grow community capacity, and we will work strategically with umbrella agencies and anchor institutions across the region to complement their missions and our vital public services.

We will use data well, working with our NHS and local authority partners to ensure integrated dashboards can track healthy life expectancy, physical activity, smoking prevalence and other practical measures. Over time we will codify our approach into a regional health inequalities strategy that will drive major change to improve peoples' lives and address one of our regions most sustained barriers to growth.

Tracking our progress

To deliver meaningful and sustained change in population health outcomes we will take a collaborative and movement making approach to our work, in partnership with our local NHS colleagues, local authorities and other public services, employers, training providers and, crucially, the voluntary, community, faith and social enterprise organisations and the people of Hull and East Yorkshire.

We will know we're succeeding when we see a positive shift in these in these indicators.

Priority	Lead portfolio	Type	Indicator	Why this matters for HEY
Fit and healthy	Fit and healthy	Headline	Healthy life expectancy at birth	Single, public-friendly outcome that captures the health gap and progress on prevention.
Fit and healthy	Fit and healthy	Supporting	Slope Index of Inequality in life expectancy	Keeps equity central for inner-city, coastal and rural communities.
Fit and healthy	Fit and healthy	Supporting	Adults physically inactive	Practical prevention lever via active travel, parks and community sport.

Fit and healthy portfolio delivery plan

Mayor Luke Campbell

Our Fit and Healthy portfolio improves the conditions that allow people to participate in work, education and community life. It focuses on prevention, healthy lifestyles, mental health, healthy ageing, and the links between health, housing, transport and work. This will include working with schools and youth groups to reach children early with positive messages, support and new opportunities.

To ensure we deliver on our priorities we will work with the NHS, public health, local public services, schools, employers and the VCSE to close health gaps and extend healthy life years.

The first steps we will take are -

- Create a £1m Mayoral Community Investment Fund to support the people of Hull and East Yorkshire.
- Publish a plan for getting more people playing sport and being physically active in our region and attracting more sports and cultural events to our venues.
- Publish and deliver our Get Hull and East Yorkshire working plan to give residents the support they need to ensure health is no longer a barrier to work, working with our NHS, voluntary and community sector, businesses and public service partners.
- Work with our local authorities to design and deliver a new Connect to Work service.
- Support our serving and ex-service members by signing up to the Armed Forces Covenant.
- Help our care experienced children and young people have the best start in life by signing up to the Care Leavers Covenant.
- Design a programme of work to ensure health improvement is considered in everything the Combined Authority does, including taking a lead role on the NHS Integrated Commissioning Board and holding in a major Health Summit to galvanise action and impact.

- Prepare a business case to secure funding from government for a Youth Guarantee Trailblazer to support local young people.
- Prepare a business case to develop a Hull and East Yorkshire Health Innovation Zone that builds on our existing business and academic strengths in advanced wound care, digitally enabled clinical trials and applied digital health/AI.

The big steps we will take in the coming years are -

- Develop an evidence based regional health inequalities strategy to guide service integration and prevention over the long-term.

We will also work with the PCC *to reduce the harms from drug and alcohol use, supporting efforts to tackle drug-related crime to support people, families and communities; and implement whole-system approaches to preventing violence and domestic abuse in line with our forthcoming health improvement duty.*

✓ Affordable homes

Context and aspirations

The landscape setting of Hull and East Yorkshire is special. The Wolds, the Humber estuary, river corridors, streams and coastal landscapes give our region a distinctive feel and a rich natural environment. Our homes sit within a landscape that runs from a compact city core to market towns, villages and a long stretch of open coastland and throughout the region green and blue spaces support wildlife, provide places to play, cool our streets in summer and make daily life better. Planning for growth and caring for these assets needs to go hand in hand.

We will set a clear spatial framework that brings certainty to residents, developers and investors. Our new regional plan will show where growth goes first and how it connects to everyday life. Increasing city-centre living in Hull will add homes close to work, culture and transport, and support local businesses. Strategic growth locations will guide public and private investment, help us assemble and service sites, and give developers the confidence to build well and at pace.

We will work to secure funding to enable more brownfield regeneration and to improve the energy performance of older homes, tackling damp and cold, reducing bills and supporting healthy living. We will promote construction innovation and the supply chain opportunities this presents across our manufacturing base.

Alongside this, we will help increase the supply of homes people can afford, working with the councils and registered providers to ensure access to social rent, affordable rent and shared ownership in the locations that need them most. We explore how best to support first time buyers, key workers and community led development where there is local appetite.

In the private rented sector we will work to raise standards and improve security, and we will work with local partners to ensure there is targeted support that prevents homelessness and helps people move on from temporary accommodation. Working with councils, the PCC, landlords and community partners, we will use local insight to develop safe, secure homes and neighbourhoods, and focus on what builds trust, cohesion and pride in every community. Specialist and supported housing for older

residents and people with additional needs will be planned into new neighbourhoods and renewal schemes so that the right home is available at the right time.

We will plan and act at Humber scale where it makes sense, including to ensure long-term resilience and improved management of flood risk and coastal change. The estuary is a single system for environment, energy and trade, and we will take a strategic approach to assessing and managing environmental impacts, so infrastructure, housing and employment land can come forward with certainty while habitats are protected and improved.

Together these choices will create more homes in the right places, closer connections between homes and work, stronger centres, and neighbourhoods that feel part of the landscape they sit in.

Tracking our progress

We will work with our councils, registered providers, Homes England, responsible landlords, developers and investors, builders, planners, utilities providers and community organisations across Hull and East Yorkshire to increase the supply of affordable homes in places people want to live.

We will know we're succeeding when we see a positive shift in these in these indicators.

Priority	Lead portfolio	Type	Indicator	Why this matters for HEY
Affordable homes	Housing	Headline	Affordable homes delivered (gross)	Supports city, towns and coast; helps first-time buyers and retains local talent.
Affordable homes	Housing	Supporting	Net additional dwellings	Core signal of supply.
Affordable homes	Housing	Supporting	Permanent dwellings started	Tracks changes in rate of new building.
Affordable homes	Housing	Supporting	Homes EPC C or above	Links quality to lower energy costs.

Affordable homes portfolio delivery plan

Cllr Jackie Dad

Our Housing portfolio supports growth, renewal and sustainable development. It works with our local authorities to bring forward sites, accelerate affordable homes, support town-centre and coastal regeneration, and improves the quality and energy efficiency of our homes.

To ensure we can deliver priorities it will focus on ensuring that housing is aligned with transport and employment and enables good health and wellbeing.

The first steps we will take are -

- Make a strategic assessment of our new powers in respect of land assembly, compulsory purchase, development orders, infrastructure levy and the creation of new Mayoral Development Corporations, to determine where these can best help unlock stalled sites, speed up planning consents and get homes built.
- Drive forward the development of new homes on brownfield sites using existing capital resources and make the necessary arrangements to secure devolution of further Brownfield Land Funding in the future years.
- Create a single pipeline of priority housing sites and working with Homes England and Registered Providers, publish a housing policy statement and establish a Strategic Place Partnership to sequence and govern investment in them, and wider housing activity.
- Work with our local authorities and partners to conclude and publish the Hull and East Yorkshire Nature Recovery Strategy.
- Develop a plan to support residents to cut energy bills and ensure their homes are warm and well insulated.
- Convene a regional construction and development industry forum and work with business leaders to hold a regional construction innovation summit in the New Year.
- Working with partners, prepare a business case for investment in a package of measures to tackle homelessness, based on evidence of what has worked locally and in other places.

- Undertake an audit of all publicly owned land in the region and work with partners to unlock the highest priority opportunities.
- Convene partners to ensure action to address flood risk remains a strategic priority and is integrated into investment and delivery plans across all relevant agencies.

The big steps we will take in the coming years are -

- Prepare a regional Spatial Development Strategy to guide investment across our region, allocating broad areas for housing and employment land growth over the long-term, planning for the necessary infrastructure, protecting nature and addressing flood risk.
- Explore the potential to develop a Housing Investment Fund to leverage Combined Authority resources and align with private and institutional investment funds to unlock the delivery of more homes across the region.

We will also work with the PCC to design out crime in new and renewed neighbourhoods, using hotspot insight to guide investment and regeneration decisions.

Section 3. How we will deliver

Working at scale

The Hull and East Yorkshire Combined Authority works as part of a wider Humber system, and with national reach. We will play an active role in regional and national forums that give our area a stronger voice and a clear route to government.

We will:

- Establish strong joint Humber governance arrangements with local authorities, business leaders and the Greater Lincolnshire County Combined Authority.
- Take full advantage of our membership of the Council of Nations and Regions, Council of Mayors, UK Mayors and The Great North to press the case for Hull and East Yorkshire.
- Work with Transport for the North and DfT to secure investment in key travel corridors, stations and across our network.
- Where appropriate, share evidence, align pipelines and present joined-up propositions with other Combined Authorities where that is the right spatial scale to secure investment.

Our approach to investment

A Strategic Investment Framework is being developed to guide choices and sequencing for HEYCA investment funds. The framework will set clear priorities, a single pipeline, and a disciplined approvals route so public money unlocks private capital and delivers results people can see.

Further details will be set out in later drafts of the HEYCA Gameplan.

Working with the people of Hull and East Yorkshire

Residents will be able to see, understand and influence what we do. We will explain decisions clearly, invite people to shape options early, and report outcomes in ways that build trust.

We will:

- Work transparently with, open board papers, public questions and regular updates.

- Use simple language and presentations so people can follow projects, give feedback and see “you said, we did.”
- Consult formally on key issues, including the development of a number of key strategic plans set out in this Gameplan
- Support citizen and youth voice to shape policy and delivery

- ✓ *Good jobs*
- ✓ *Better connected*
 - ✓ *Fit and healthy*
- ✓ *Affordable homes*