



# **Hull and East Yorkshire** Combined Authority

**Policy Sprint – Day 1**





# Mayor Luke Campbell

Vision and priorities



# Steve Skelton

Strategic landscape and role of the sprint

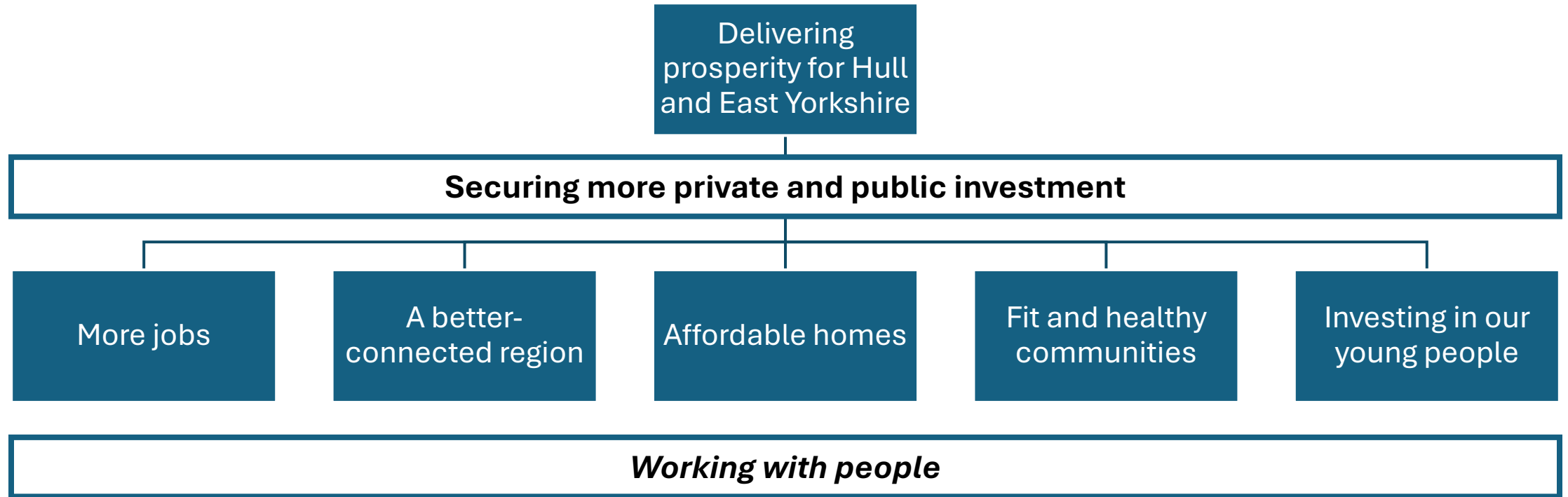


# Purpose of the sprint

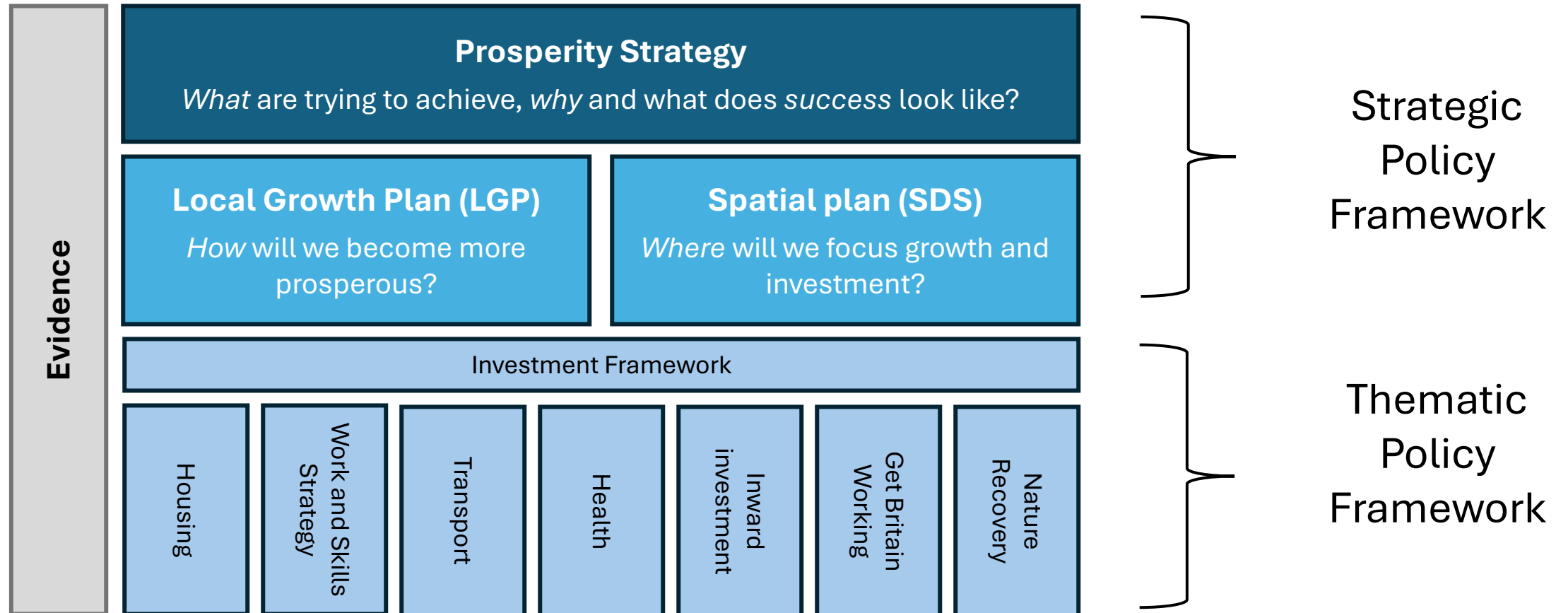
- Time-limited process to co-design strategic priorities, informed by evidence, expertise, and practical insight
- Uses structured facilitation, expert input, and collaborative working
- Rather than working sequentially through draft documents and discussion, policy makers can align in real time, test ideas together, and identify solutions
- Particularly valuable in a resource-constrained system like HEYCA, and when developing multiple strategies in parallel
- Investing time upfront to co-design strategy lays the foundations for sustained, joined-up delivery.
- This is the start of the collaboration and consultation – **not the end**



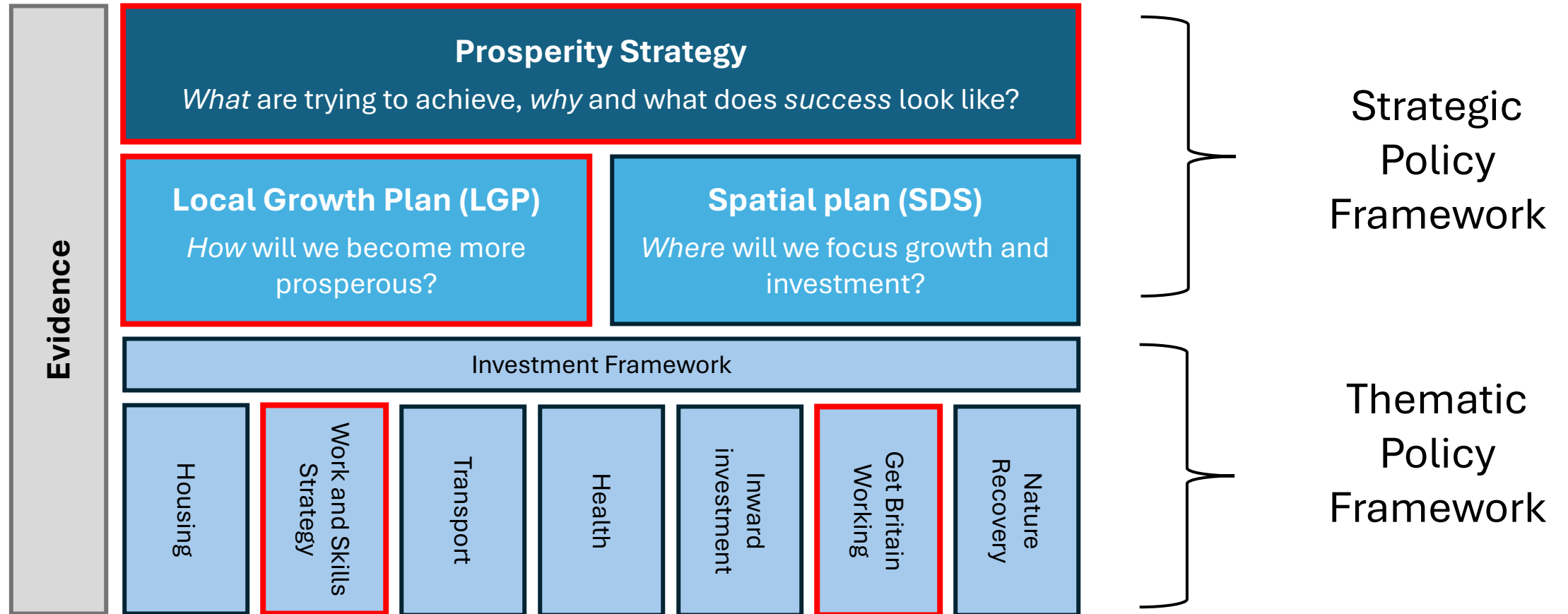
# Mayoral priorities



# A simple strategic framework



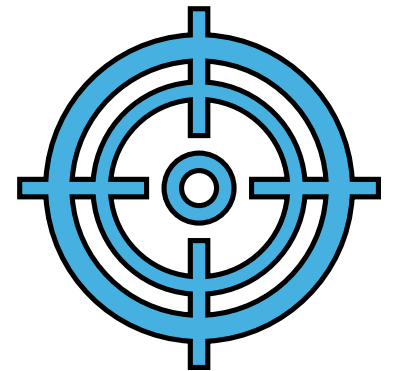
# A simple strategic framework





# Prosperity strategy

1. Sets out the Mayor's vision
  2. Explains what this means in real world impact ("outcomes")
  3. Sets out the big programmes of work
  4. Explains how HEYCA will work to achieve this (who will do what)
- **Consultation draft by September**



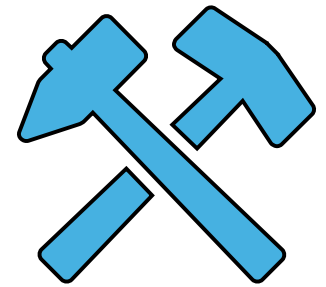
# Local Growth Plan

1. Aligns the Prosperity Strategy to the National Industrial Strategy and Humber Economic Strategy
2. Explains the HEY economy and sets priorities –
  - Growth sectors
  - Foundational sectors
  - Constraints to growth
  - High-level investment pipeline
  - Some parts will be agreed with government
  - **Consultation draft in the Autumn**; adopted by March



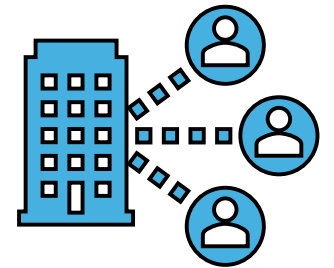
# Work and skills strategy

- Sets out Priorities for Work & Skills covering those within and outside the labour market.
- Linked to Prosperity Strategy and Local Growth Plan
- Will inform LSIP 2.0, including Sector Development
- Provides an overview of the skills ecosystem and establishes who does what
- Developed in Stages between Sept and March – final strategy ready for April 2026. First draft September.



# Work and skills strategy

- Central to the ambition for a thriving labour market where everyone has the opportunity for good work.
- Ambition to achieve an 80% employment rate, backed by a £240m investment.
- Local areas must develop a whole system approach to tackling the supply and demand side challenges within local labour markets.
  - unified understanding of local priorities and challenges, and
  - what services and organisations are currently doing to address these.
- DWP requires plans to be publicised in September/October 2025.



# Strategy is about priorities



# Professor Fiona Matthews

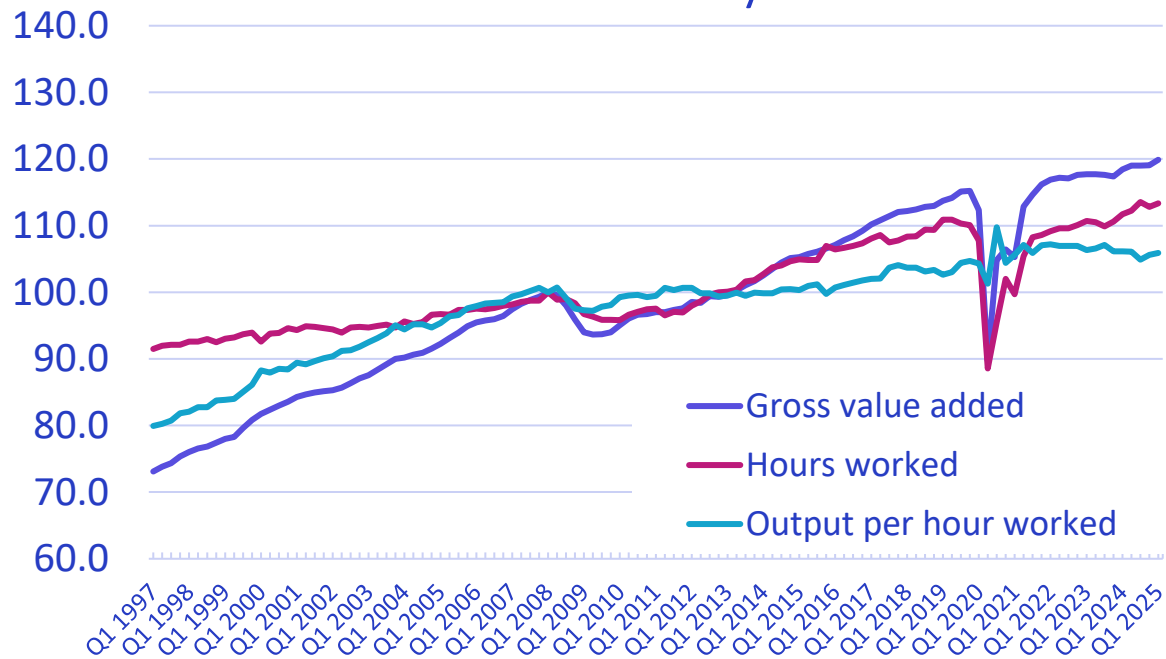
Hull and East Yorkshire - economic context



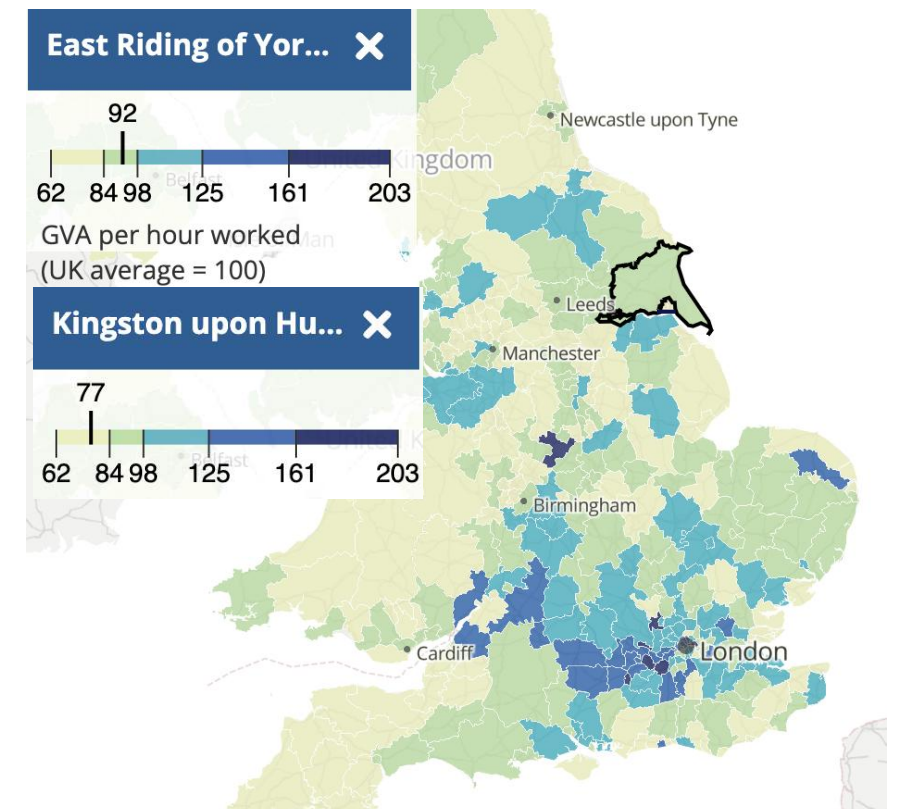
# National trends

- UK Economy growing slowly
- Productivity stagnant
  - – 16% below pre-2008 trend

## UK Productivity



Source: ONS Index date Jan 2008



## Current Price output per hour worked, local authority districts, UK, smoothed, 2021, UK=100

- London & South East dominate output: generate **over 40% of UK GDP**
- **Regional inequality** is among the highest in the developed world

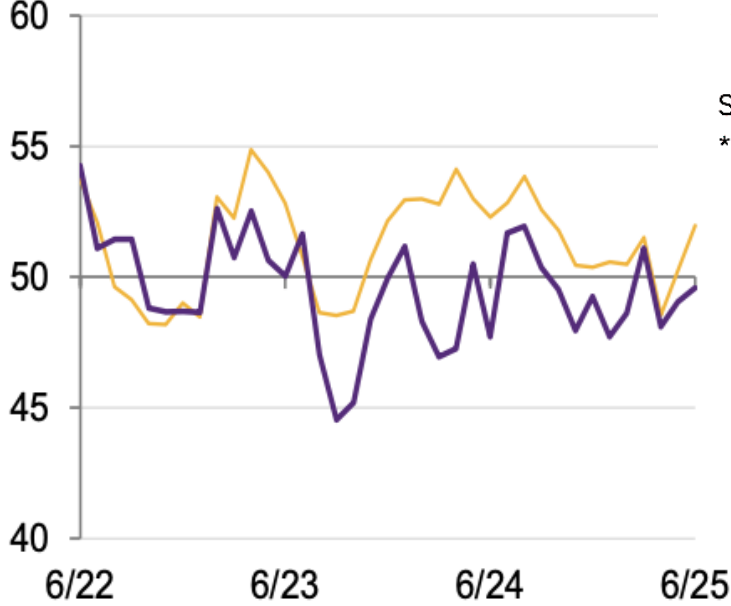
# Yorkshire and Humber

■ Employment      ■ Outstanding Business  
Index, sa, >50 = growth m/m, Jun '25

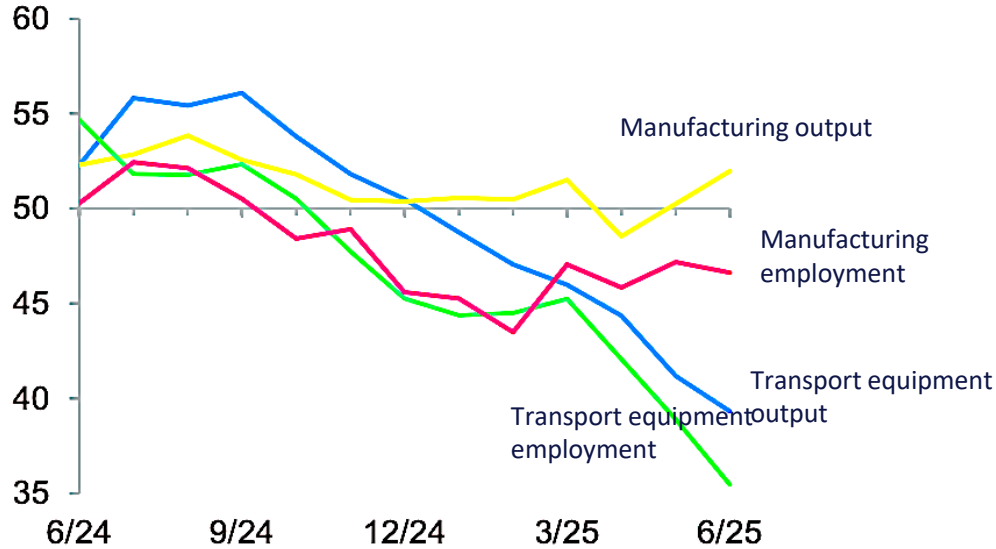


Sources: NatWest, S&P Global PMI. ©2025 S&P Global.

Business Activity  
■ Yorkshire & Humber      ■ UK  
Index, sa, >50 = growth m/m



Sources: NatWest, S&P Global PMI. ©2025 S&P Global.



Sources: NatWest, S&P Global PMI. ©2025 S&P Global.  
\*Data are smoothed as three-month moving average (3mma).



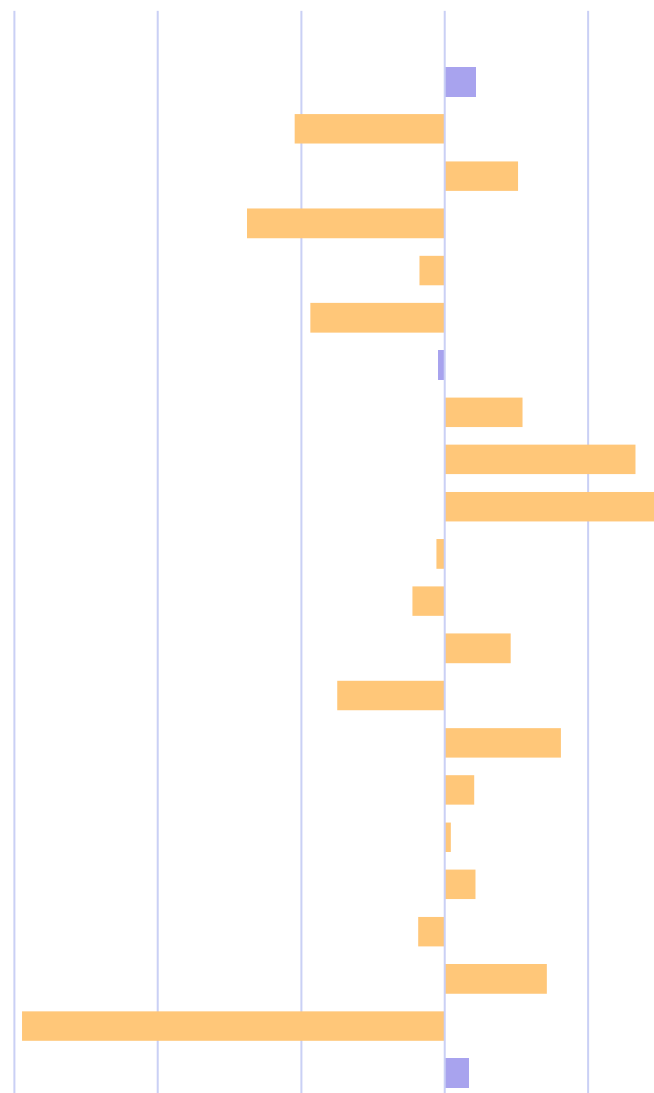
# Industry sectors

| Sector                             | Share of region's GDP | Gap to pre-pandemic level |
|------------------------------------|-----------------------|---------------------------|
| Admin and support services         | 5%                    | 28%                       |
| Information and communication      | 4%                    | 28%                       |
| Water and waste management         | 1%                    | 27%                       |
| Construction                       | 7%                    | 19%                       |
| Other service activities           | 2%                    | 15%                       |
| Professional services              | 6%                    | 14%                       |
| Agriculture, forestry and fishing  | 1%                    | 8%                        |
| Public admin and defence           | 5%                    | 8%                        |
| Education                          | 7%                    | 7%                        |
| Financial services                 | 7%                    | 5%                        |
| Real estate activities             | 12%                   | 4%                        |
| Transportation and storage         | 4%                    | 2%                        |
| Arts, entertainment and recreation | 1%                    | 2%                        |
| Wholesale and retail trade         | 11%                   | 2%                        |
| Manufacturing                      | 13%                   | -1%                       |
| Hospitality                        | 3%                    | -1%                       |
| Human health and social work       | 9%                    | -7%                       |
| Electricity supply                 | 2%                    | -13%                      |

Sources: NatWest, S&P Global PMI. ©2025 S&P Global.

## GVA Yorkshire and Humber versus England

85 90 95 100 105 110



Source: ONS – reference 100

A: Agriculture, forestry and fishing

B-E: Production Industries

B: Mining and quarrying

C: Manufacturing

D: Electricity, gas, steam and air conditioning supply

E: Water supply; sewerage, waste management and remediation.

F: Construction

G-T: Services sector

G: Wholesale and retail trade; repair of motor vehicles and...

H: Transportation and storage

I: Accommodation and food service activities

J: Information and communication

K: Financial and insurance activities

L: Real estate activities

M: Professional, scientific and technical activities

N: Administrative and support service activities

O: Public administration and defence; compulsory social security

P: Education

Q: Human health and social work activities

R: Arts, entertainment and recreation

S: Other service activities

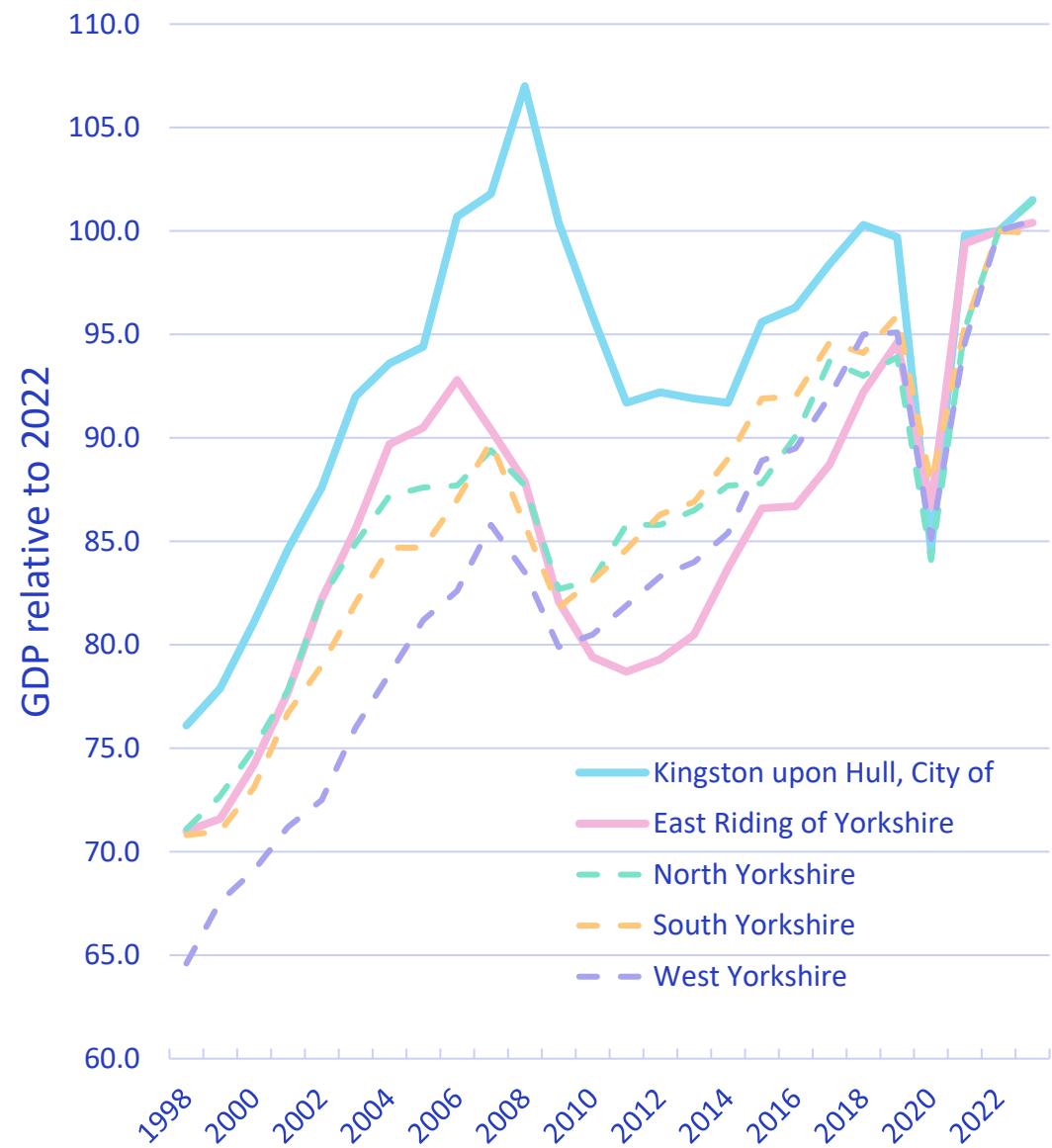
T: Activities of households as employers; undifferentiated goods-

Total



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# Gross domestic product (GDP)



# Four strategic themes in economic strategy

1. **Enhance connectivity**
2. **Increase productivity** – potential areas of focus:
  - Medi-Tech
  - Agri-Food (including food manufacture)
  - Ports and logistics
  - Engineering and assembly
  - Digital and Creative
  - Renewable Energy
3. **Promote inclusivity**
4. **Deliver a sustainable future**

# Characteristics of the region

- **Strategic location:** Coastal, estuarine geography with major ports
- **Industrial identity:** Core of the **carbon-heavy Humber Cluster** – UK's largest industrial CO<sub>2</sub> emitter
- **Production-based economy:** Strong in **agriculture, energy, manufacturing**
- **High employment:** 75.4% (4th highest of all MCAs)
- **Low productivity:** Hull = **319th**, East Riding = **213th** out of 362 UK local areas
- **Low wages:** Joint lowest MCA – earnings at **90% of national average**
- **Demographic pressure:** **Ageing population**, rural outmigration of young people, and **skills shortages** in key sectors

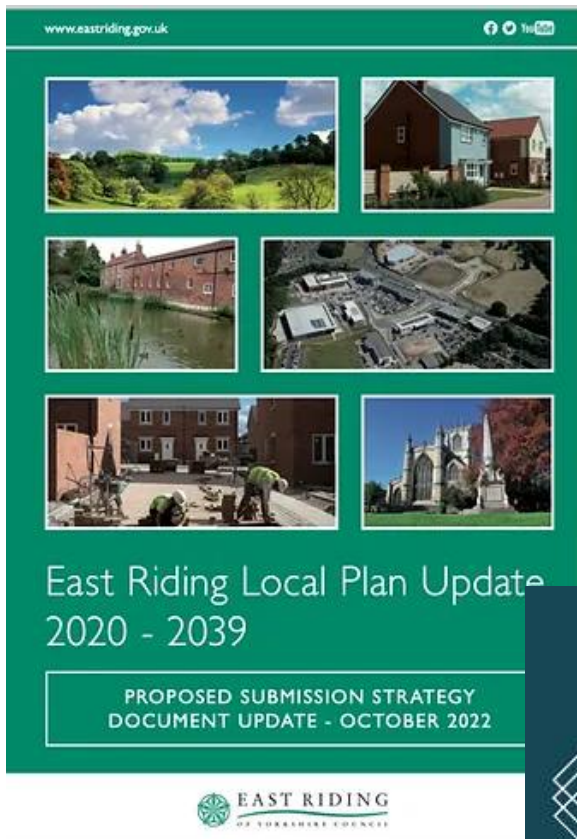


# HEY Trends between 2013 and 2023

- Strong gains in investment and job creation
- Less progress in productivity or wages
- Growth across all industrial areas (except sole traders) [ONS 2021]
- Recent growth faster than England in 13 of 22 industry areas [ONS 2021]

| Metric              | 2013       | 2023    | Trend    |
|---------------------|------------|---------|----------|
| GVA per head (Hull) | ~75% of UK | ~82%    | ↑ Steady |
| NVQ4+ (Hull)        | ~18%       | ~24.8%  | ↑ Slow   |
| No. of businesses   | ~17,000    | 20,600+ | ↑ Good   |
| Major investments   | Low        | £2.5bn+ | ↑ Surge  |





Lots of regional plans

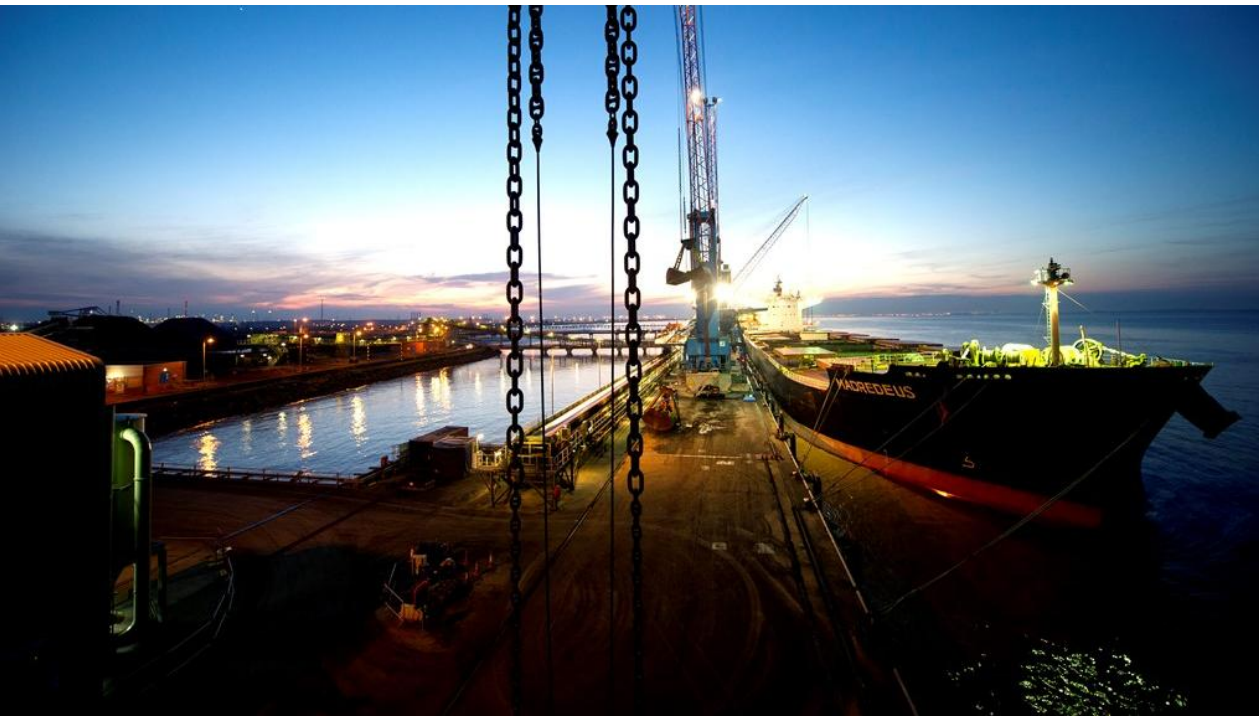






Value our assets: architectural





## Value our assets: Natural

Visitor economy £800k





## Value our opportunities:

### Business

~21,000 active businesses

|                   |       |                 |
|-------------------|-------|-----------------|
| Microbusinesses = | 87.8% | (89.2% England) |
| Small =           | 10.2% | (8.7% England)  |
| Medium =          | 1.7%  | (1.6% England)  |
| Large =           | 0.4%. | (0.4% England)  |

Source: NOMIS - ONS

### Key areas:

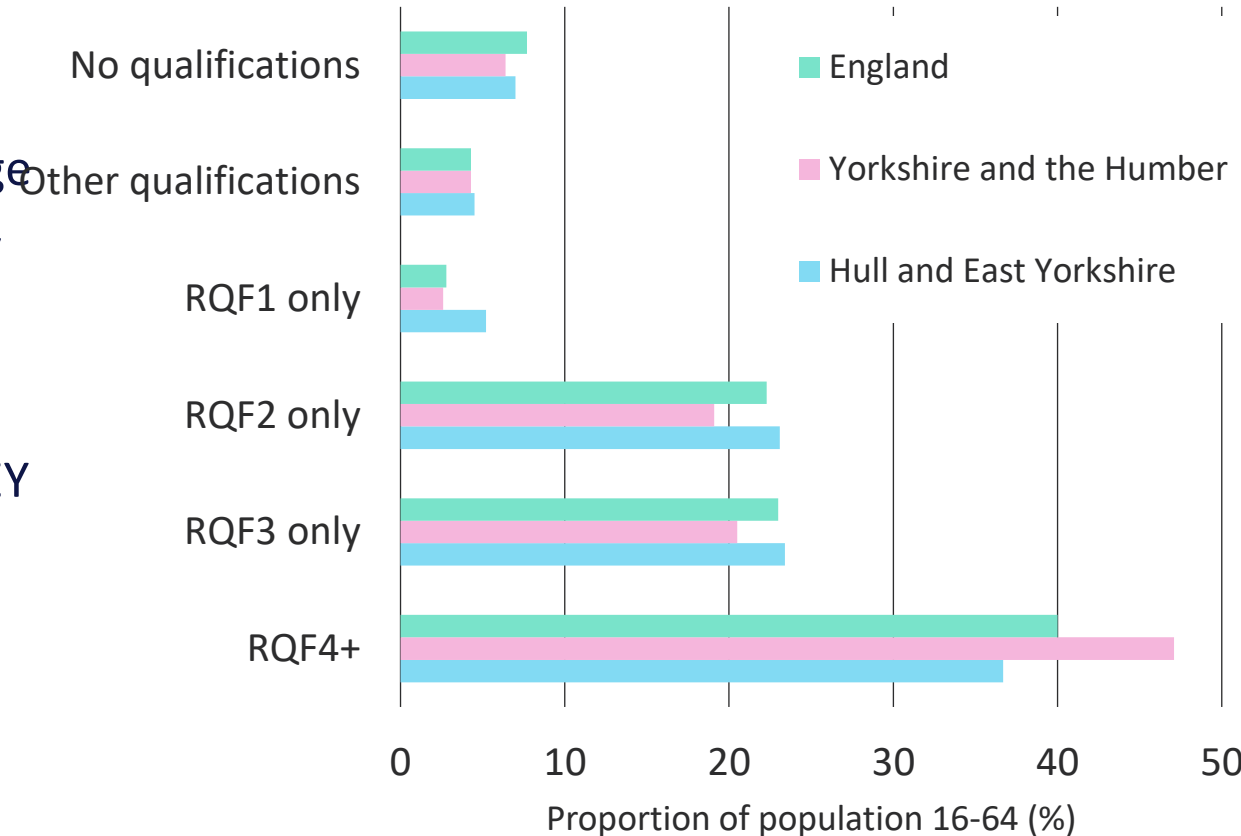
- Advanced manufacturing (Ideal Heating, Siemens Gamesa).
- Health/pharma (Smith & Nephew, Reckitt).
- Agri-food and chemicals (Croda, Cranswick)

Policy needs to support both **scaling up** the SME base and **anchoring large employers**

# Employment and skills

- 76.3% working aged people in employment
- 3.4% unemployment rate versus 4.0% national average
- HEY level 4+ qualifications gap: 38% vs 47% nationally
- Skills gap set to grow to 41,000 in next 10 years
- HEY level 1 qualifications double national average (HEY 5.2% vs 2.8% nationally)
- Youth NEET rate in Hull has worsened (2020–2023)
- Median wage in HEY is 90% average

Highest reported qualification (Dec 2024)



# Hull & East Yorkshire

## Potential business themes

- Maritime & Logistics Cluster
- Humber Energy Cluster
- Logistics Parks
- Chemicals & Process Industry Cluster
- Enterprise & Digital Cluster
- Health Tech & MedTech Cluster
- Manufacturing & Engineering Hubs

## Strategic Business Groupings

- Humber Freeport
- Humber Energy Board
- HEY LEP
- Team Humber Marine Alliance

# Strengths to build on

- Advanced Manufacturing & MedTech
- Logistics & Freeport infrastructure
- High-speed digital connectivity
- Clean Energy
- Established business base and growth momentum
- Political momentum via HEY Combined Authority





# Structural Challenges

- Low productivity and wage growth
  - Skill deficit and qualification gaps
  - Youth disengagement
  - Infrastructure: poor east-west rail
  - Deprivation hot-spots
- 
- North and South of Humber relationships
  - Timing of Devolution



# Summary

- National momentum and local tools  
HEYCA is positioned to transform.
- Business, digital, and energy assets are  
world-class
- Real focus needed on pay, productivity,  
skills, and inclusion



Thanks

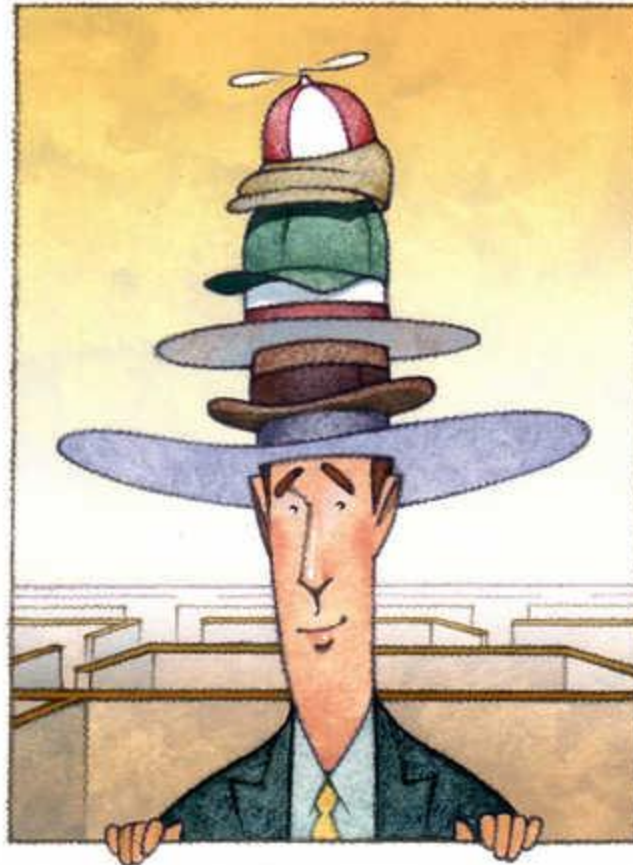


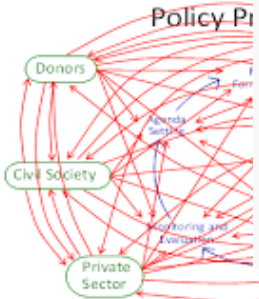
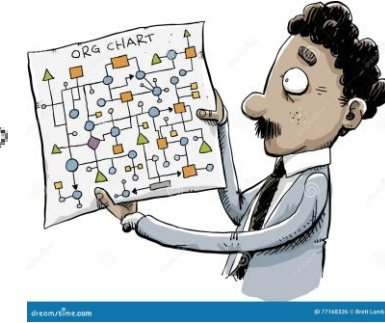
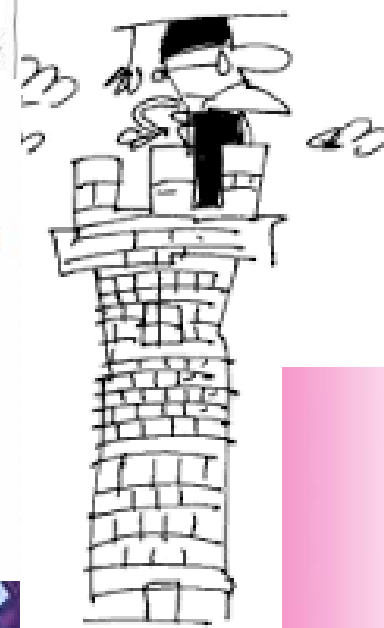
# Dr Juan Pablo Winter

Hull and East Yorkshire – lived experience





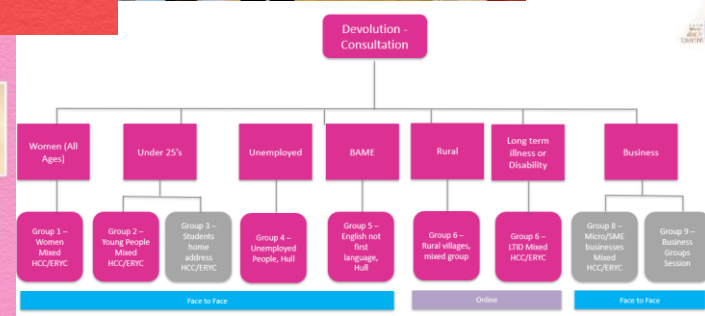
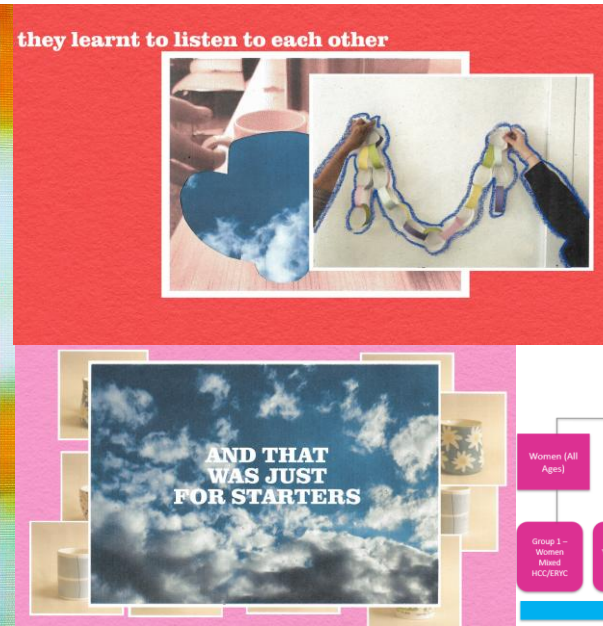
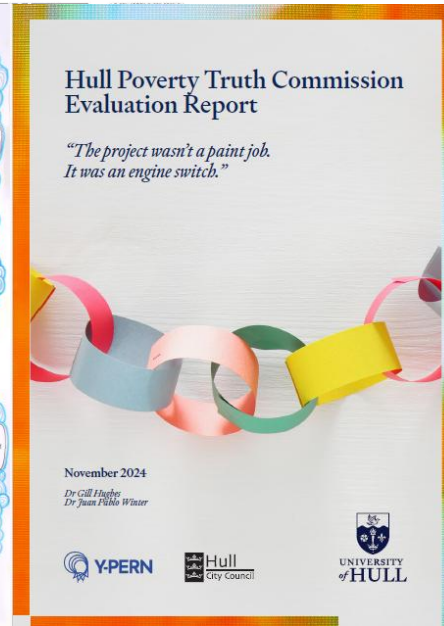




# Y-PERN



**NIHR** | Applied Research Collaboration Yorkshire and Humber





In 2015 Hull was  
**3rd most  
deprived**

**local authority in England,  
4th most deprived in 2019**

(Multiple Deprivation 2019 (IMD)(4))

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In Hull  
**1 in 5  
households in  
fuel poverty**

(ONS, 2023; HJNSA 2024).



In Hull  
**67,916,  
58.8% of  
households  
deprived  
in at least one  
dimension**

22.5% income deprivation  
22.5% employment deprivation  
13.5% health deprivation & disability  
9.3% barriers to housing & services  
9.3% living environment deprivation  
9.3% crime

(IMD 2019)

# Hull Poverty Truth Commission



# Commission

- **Community Commissioners:**

JD, TJ, Sarah, Dena, Kirsti, Julie and John

- **Civic Commissioners:**

Mike, Julia, Julian, Dave, Erica, Debbie, Jenny, Paul

- **Facilitators (VCSE):**

Pippa, Kate, and Karen

- **(Participant) Evaluators:**

Gill and Juan



# HPTC Objectives

- To understand how people think about poverty
- To show the truth and experiences of people living in poverty
- To challenge the stigma of poverty
- To share stories and change the understanding of the wide variety of forms of poverty
- To discover solutions together that directly tackle poverty

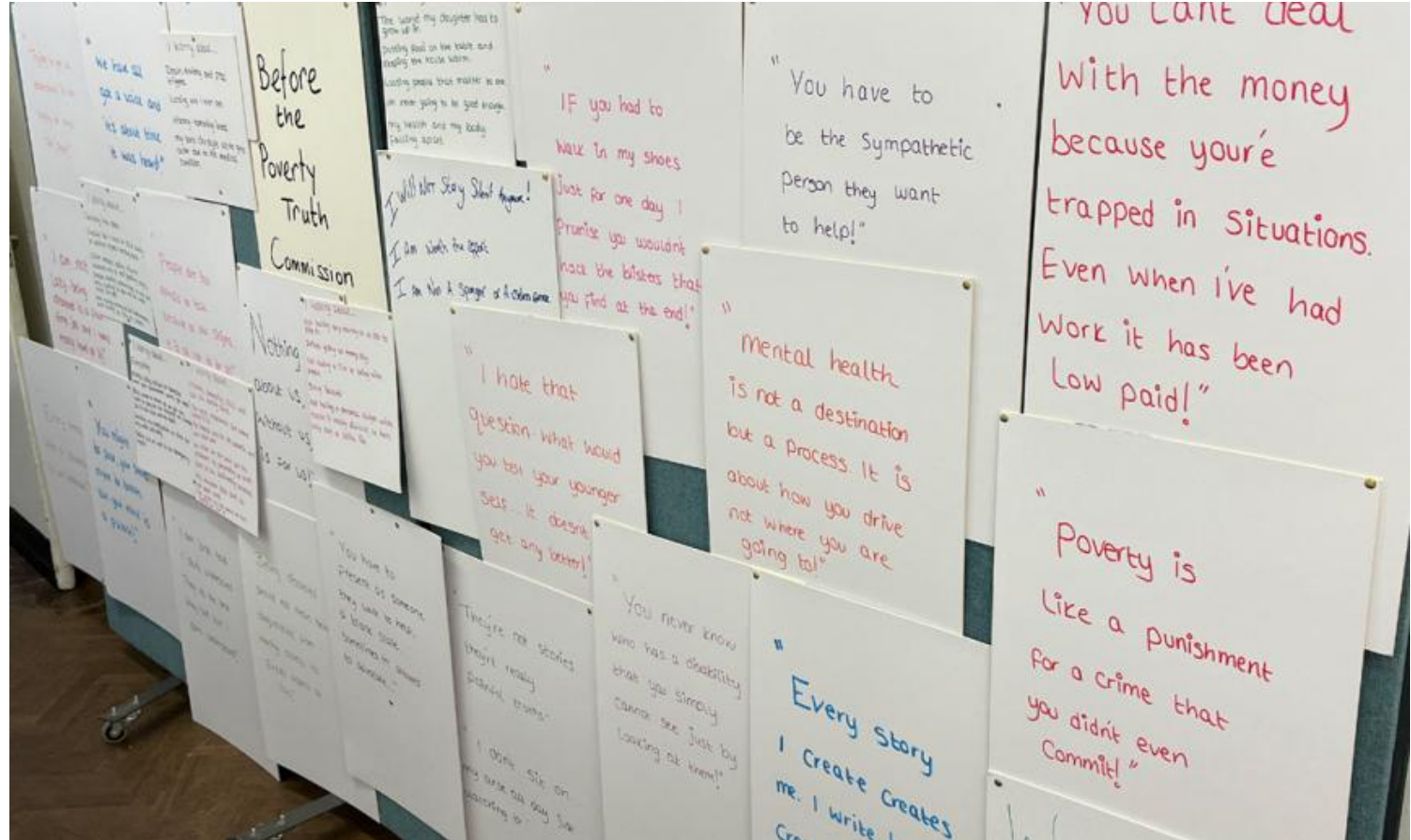


**AND THAT  
WAS JUST  
FOR STARTERS**



# HPTC Themes

- The community commissioners chose three themes before the civic commissioners joined the discussions:
- **Cost of living** (including working poverty, food, fuel, transport, essentials)
- **Access to healthcare, specifically mental health**
- **Navigating systems and services** (including attitudes, cultures, and behaviours)



*“Change moves at the speed of trust”*

(Stephen Covey)



# Humanising relational engagement



- Lanyard removal became a signifier for shifting power, together with investment of time, care and commitment.
- Co-created knowledge and solutions took place.

*“We were on the same level – no lanyards – more human” (Community Commissioner)*

*“I didn’t know what to expect, but it soon became a comfortable experience, learning how the people with lanyards felt about us”. (Community Commissioner)*

*“The lack of lanyards has been important – taking those off we are human together” (Community Commissioners)*

# ***“The project wasn’t a paint job. It was an engine switch”.***



- The **results and changes were seen at all levels: individual, community, organisational, policy and system.** Sharing stories and building trusting relationships transformed practices, policies, and mindsets, leading to discovering solutions related to the cost of living, access to mental support and healthcare, and navigating complex systems.
- **The major achievement was culture change,** which unfolded throughout the process with a commitment to collaborative working. At the beginning of the HPTC process community commissioners spoke about the **stigma** they encountered from experiencing poverty and feeling unheard. **By the end of the process, the community commissioners expressed that they experienced trust and felt heard in the process,** which was part of this major cultural change.

# More specific changes- 1. Cost of living

## Changes in Cost of Living and In-Work Poverty

### 1. Local Authority Housing Policies **Removal of Carpets** and Curtains in Council Houses

- **Issue Addressed:** Concern about the affordability of replacing floor coverings for tenants who cannot afford new carpets or curtains.
- **Action Taken:** A review was conducted to assess whether it was possible to retain serviceable carpets and soft furnishings for the next tenant.
- **Pilot Programme:** A pilot was launched to test the feasibility of retaining carpets and soft furnishings. The pilot was successful.
- **Outcome (February 2025):**
  - **Agreement:** At the Alliance Team meeting with KWL, it was decided that KWL will retain all floor and wall coverings if they are in suitable condition, effective immediately.
  - **Customer Guidance:** The instructions for tenants providing notice on their property have been updated to reflect the new process, including pre-leave checks.
  - **Comprehensive Survey:** The initial comprehensive survey of a property will include information on the retention of floor and wall coverings.

### 2. Other Achievements

- **Supported Housing Team Letter Amendment:**
  - **The letter to tenants was amended** to include a paragraph informing tenants of the schedule of work and timescales for repairs.
- **Information sharing - Food Provision:**
  - Forum produced a booklet detailing organisations in the city offering food support (e.g., access to food providers).
  - **February 2025 Update:** Multiple reprints of the booklet.





# More specific changes- 2. Access to Healthcare

| Changes in Access to Mental Health Services   |
|---|
| <b>1. Mental Health Working Group</b> <ul style="list-style-type: none"><li>• <b>Purpose:</b> A working group was established during the commission to explore issues and examine the system for potential improvements in accessing mental health services.</li></ul>  |
| <b>2. Key Changes Implemented</b> <ul style="list-style-type: none"><li>• <b>Direct Line to Crisis Team:</b><ul style="list-style-type: none"><li>○ A dedicated direct line was set up between Mind and the crisis team to allow quicker access to crisis practitioners.</li></ul></li><li>• <b>Increased Investment and Staffing:</b><ul style="list-style-type: none"><li>○ Additional funding was provided to Mind for hiring more staff to answer the crisis phone lines, improving response times.</li></ul></li><li>• <b>Admin Support for Phone Lines:</b><ul style="list-style-type: none"><li>○ Administrative staff were reassigned to ensure phones are answered promptly when a crisis practitioner is unavailable.</li></ul></li></ul> |

# More specific changes- 3. Navigating systems and services

## 1. Improvement of Communication:

- **Inappropriate Tone of Letters:**
  - **Issue:** Letters sent by the Local Authority were identified as having an inappropriate tone.
  - **Action:** The Head of Customer Services is working with a HPTC commissioner task group via Forum (VCSE organisation co-leading the PTC) to rewrite these letters, ensuring they are more supportive and focused on identifying help.
- **Humber Trust Letter Amendments.**
  - **Action:** Humber Trust is amending its letters to be more considerate of people with ADHD, in collaboration with a community commissioner.
- **February 2025 Update:** A HCC letter amendment group will be re-convened further address these concerns.

## 2. Investment in Lived Experience Practitioner:

- **Lived Experience Practitioner:**
  - **Funding:** A practitioner has been funded through Changing Futures [managed by a civic commissioner] and hosted by Forum (the convenor of the consortium).
  - **Purpose:** This role is designed to foreground and amplify unheard voices, allowing individuals with lived experience to co-produce services and participate in decision-making processes.
- **Co-Developing Good Practices:**
  - The practitioner will also work with a Lived Experience Collective group to co-develop best practices in co-production.
- **February 2025 Update:** The ongoing process includes events e.g. The Power of Voice Lived Experience Collective event, which showcased examples of successful co-production.

## 3. Kindness Charter Initiative:

- **Purpose:** To ensure that both service users and providers engage with kindness, compassion, and understanding in their interactions.
- **Action:** A civic commissioner identified the need to co-produce a kindness charter, which will be supported by a marketing campaign and linked to a trauma-informed approach.
- **Status:** The initiative is in progress.



# Recommendations

*“This should be the new business as usual”*

(Civic Commissioner)

## For the 1<sup>st</sup> Hull Poverty Truth Commission

### Recommendation

**Task Group Development:** Develop a task group composed of community and civic commissioners to explore how to embed the emerging new approach for power-sharing in inclusive decision-making across major service providers (Local Authority, NHS, Public Health, etc.).

**Long-Term Vision:** The leader of Hull City Council suggested this new way of working should become the new 'business as usual'.

**Facilitator's Hope:** *"I hope that 6-12 months down the line, people do not forget the feelings they got from working this way... I hope civic commissioners adopt a relational way of working within their own areas and look for ways to embed and implement the needed changes... I hope community commissioners are not forgotten... (and) that life does not just return to normal for them, that they can continue to be involved in bringing change in some way."* (Facilitator)

**Maintain engagement with community commissioners, complete tasks, and build on what has been achieved so far** - As evidenced in this report community commissioners feel they have just started to see change, civic commissioners and advisory board members do not want to lose the current community commissioners, with their knowledge and experience gained throughout the process: Community commissioners aim to continue contributing to issues, such as task and finish groups on housing, letter writing, and the kindness charter. Forum agreed to support.

**Institute a Task and Finish Group or direct community commissioners into work on domestic violence** - In the evaluation one area the community commissioners were passionate about following up was domestic violence and coercive control this was interwoven in all themes but was not chosen as a core theme. Those who have disclosed deep, sensitive issues would like to be part of a group to explore what could change specifically in this arena.

**Develop a poverty-proofing tool** for self-assessment or create a team of **poverty proofers** or mentors to advise organizations. During the commission, it was noted that some organizational practices result in extra costs for people in poverty.

**Community Commissioners' Role:** The experiences of community commissioners can be mobilised to develop these tools and support organizations in poverty-proofing their practices.

**Plan a Communication Strategy (Internal and External) to foreground the HPTC's achievements** This will foster opportunities for residents to hear about changes e.g. the carpet removal, access to mental health provision and this furthers knowledge exchange throughout the process. Change occurs throughout the process in PTCs.

**Follow-up the progress of the first HPTC evaluation in 6 months/12 months.**



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## Recommendations for the next Hull Poverty Truth Commissions (rounds 2 and 3)

**Take time to build relationships** - Whilst recognising that each new commission will have new commissioners and new themes, if this ongoing change is to work, the model of this commission should influence the preparation and initial stages of any new commission in terms of affording time to build relationships, which, as noted above, will pay dividends in creating trusting relationships gain more significant outcomes.

**Create conditions to ensure new commissioners retain openness reflect on change in ways of working** - Honesty, openness, and the willingness to be challenged and change were all suggestions for building trust and doing things differently and for good.

*"Just enjoy the process, be authentic and be honest. And as a civic commissioner, be open to the reality that what you do, and how you do it, may not be working, but it's OK to hear that... and change it!" (Civic Commissioner)*

*"Now is the time to listen and make your service something you are proud of."  
(Community Commissioner)*

**Maintain a team of facilitators** - Each facilitator brought something different to the approach and as such this offered a well-rounded team that could organise, be creative, bring extensive experience of engaging with communities. There is potential for some of the community commissioners to be involved in the process.

**Additional engagement is needed to promote equality, diversity, and inclusion:** invite minoritised ethnic groups, young people, and other groups across Hull to participate in the next HPTCs. Hull is a vibrant city, which has grown in diversity and welcomes people from different ages, genders, and ethnicities. Whilst Round 1 started with a more diverse group, some members were moved from the city. For rounds 2 and 3 additional engagement will be necessary to destigmatise conversations about poverty to ensure people from different contexts can shape the themes.

**Have all commissioners in place before the launch** - Ensuring momentum is not lost in the gap between the launch and the start of the commission recruit civic commissioners earlier.

**Strengthen the Advisory Group** - The advisory group was a good way to keep an overview of the HPTC – to strengthen there is an opportunity to include representatives of the first HPTC community and civic commissioners.

**Keep the participatory approach** for the evaluation of future commissions – this will capture all aspects of the commission because it is emergent. That way future evaluations will keep the commissioners at the centre, provide a space to amplify their voices and highlight their role and ownership in the project.



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Since then...



Visit our Pop-up Poverty Exhibition at  
20-22 Brook St to discuss poverty issues  
& join us in FREE creative workshops!

**JANUARY**  
**& W**

**Tuesday 7th**

**DROP IN:** look around  
and chat with us about the

**Wednesday 8th**

**DROP IN:** engage with  
**WORKSHOP 10:30am**  
inspired by her painted m

**Thursday 9th**

**DROP IN:** engage with  
**WORKSHOP 12:30-2**  
spinning, weaving and sto  
income guarantee, payme

**Friday 10th**

**DROP IN:** engage with  
**WORKSHOP 1:30-3:30pm** – Cost of Living Focus chat & activity  
poverty, food banks and alternative ways of coping, led by EMS volunt  
from Timebank.

**Tuesday 14th 10:30am-3pm**

**DROP IN:** engage with the exhibition and our interactive displays.

**Wednesday 15th 3-6pm CLOSING**

**DROP IN:** Last chance to see the exhibition and find out what we ha  
during our time in the Truth about Poverty pop-up shop – main activit



**The TRUTH**  
**about POVERTY**

Hull Poverty Truth Com  
<https://povertytruthnetw>



# Learnings

# Key to community engagement, participatory practice and decision-making

- Involving **people with lived expertise**
- **Time** — to build relationships, which creates **trust**, openness, and authentic collaboration.
- This enables the process to then speed up because of the **equitable relational engagement**, which leads towards transformative change.
- **Risk** - Community **needs-led** process does mean that it is more difficult to predict what will happen because it is **emergent**.
- **Storytelling** - whether community, civic commissioner, facilitator or frontline services, everyone has a context, and understanding this breaks down barriers, and enables change.



# Framework - TTREEEE - Time, Trust, Relational, Emergent, Ethical, Equitable Engagement (Hughes and Winter et al forthcoming)



*(\*The tree symbolises the growth in this kind of work, which takes time but blossoms to generate transformative change and greater impact with voices amplified)*

# Hull Poverty Truth Commission 'Awakening' Event



# Thanks

Dr Juan Winter and Dr Gill Hughes

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# Exercise 1

Vision and impact



# Vision and priorities exercise

1. Develop a vision statement for the table
2. Discuss and agree one measure of success for each of the Mayor's priorities –
  - More jobs
  - Affordable home
  - Better connected region
  - Fit and healthy
  - Investing in our young people
3. Feedback and discuss



# Lunch!

