



## Notice of a public meeting of

### Economy & Place Policy Development Committee

- To:** Councillors Cuthbertson (Chair), Kramm (Vice-Chair),  
N Barnes, S Barnes, Cullwick, Richardson and Steward
- Date:** Tuesday, 19 June 2018
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

### AGENDA

#### 1. **Declarations of Interest**

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

#### 2. **Minutes**

(Pages 1 -  
6)

To approve and sign the minutes of the last meeting of the Economic & Place Development Committee held on 21 March 2018.

#### 3. **Public Participation**

It is at this point in the meeting that members of the public who have registered their wish to speak can do so. The deadline for registering is by **5pm on Monday 18 June 2018**. Members of the public may speak on an item on the agenda or an issue within the Committee's remit. To register, please contact the Democracy Officer responsible for the meeting (the contact details are available at the foot of the agenda).

### **Filming or Recording Meetings**

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers, who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at [http://www.york.gov.uk/download/downloads/id/11406/protocol\\_f\\_or\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

#### **4. Priorities and Challenges 2018/19**

The Executive Member for Economic Development & Community Engagement will provide an overview of his priorities and challenges for 2018/9.

#### **5. Draft Creative Industries Strategy**

(Pages 7 -  
36)

The Head of Science City York will provide an update on the draft Creative Industries Strategy.

#### **6. Presentation on Economic Strategy Progress**

Members will receive a presentation from the Head of Economic Growth on the implementation of the current economic strategy.

**7. Residents Parking Scrutiny Topic Feasibility Report** (Pages 37 - 44)

This paper provides feedback from appropriate officers on the proposal made by Cllr D'Agorne to review CYC's Residents' Priority Parking Scheme (copy of topic registration form included at Annex A). Members are asked to consider the work currently ongoing and its impact on this topic, and agree how best to progress this policy development review proposal.

**8. Draft Workplan 2018/19** (Pages 45 - 46)

Members are asked to consider the Committee's draft work plan for the municipal year.

**9. Urgent Business**

Any other business which the Chair considers urgent under the Local Government Act 1972.

**a) Draft Service Specification for Make it York Contract 2018-21** (Pages 47 - 68)

This paper presents a new service specification for Make it York drafted in support of the renewing of the Council's contract with Make it York (MIY) for the period 2018-21.

In accordance with section 100B(4)(b) of the 1972 Local Government Act, the Chair has agreed for the Committee to consider this report under urgent provisions, in order that it may comment on the draft service specification for the contract, (often referred to informally as the 'service level agreement' or 'SLA'), prior to its consideration by the Executive Member for Culture, Leisure & Tourism at the decision session on 23 July 2018.

Democracy Officer:

Name: Angela Bielby

Contact Details:

- Telephone – 01904 552599
- E-mail – [a.bielby@york.gov.uk](mailto:a.bielby@york.gov.uk)

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

**This information can be provided in your own language.**

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim (Polish)  
własnym języku.

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council	Committee Minutes
Meeting	Economy & Place Policy Development Committee
Date	21 March 2018
Present	Councillors Cuthbertson (Chair), Kramm (Vice-Chair), Cullwick, Looker, Richardson and Steward (Substitute)
Apologies	Councillor D Myers and Dew

### **32. Declarations of Interest**

Members were asked to declare any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have in respect of the business on the agenda. None were declared.

### **33. Minutes**

Resolved: That, subject to the Chair's name being amended to Cllr I Cuthbertson, the minutes of the last meeting held on 24 January 2018 be approved as a correct record and then signed by the Chair.

### **34. Public Participation**

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

### **35. Asset Management Strategy**

Members considered a report which provided an overview of the work undertaken to refresh and update the Council's Asset Management Strategy for the period 2017-2022. Members were asked to consider the principles and approaches therein, and comment on the planned programme of works to develop comprehensive asset plans for all the Council's property assets.

The Assistant Director for Regeneration and Asset Management outlined the report, noting the options available to Members. In response to Member questions, she clarified that:

- The Asset Management Strategy would be implemented in 2018.
- With reference to progress on affordable housing, the Project Manager had been appointed, and legal advice was being taken on the structure of the housing management company. There would be a report to the Executive setting out the structure, action plan and delivery plan for this. It was noted that there was a project plan for the Lowfield site.
- The assets were not ranked because there was no one size fits all for listing assets and there were different drivers for the decision making process concerning assets.
- When examining the strategic acquisitions of high performing commercial assets and the disposal of poor performing assets, consideration would be given to the yield, condition and maintenance of the building, as well as the percentage of lettings met.
- City of York Council (CYC) owned the freehold to the toilets at the end of the Union Terrace car park, with the toilets currently being let out. A change of use of the toilets would depend on the lease.
- There was a clause that ensured a buyer could not sell land purchased from CYC a greater price than CYC paid. This had been used on a number of occasions on different properties.
- The Executive would consider the use of assets on a case by case basis.
- The one off costs for preparing the strategy were met by contingency.
- There had been a greater movement of commercial asset transfers over the last few years.
- The consideration of assets in the Local Plan would be considered on a case by case basis.

Members discussed the strategic objectives and principles. Following a detailed discussion it was:

Resolved: That;

- i. The principles within the Executive report at Annex A be amended to include a reference to the Third Sector (Voluntary Sector) in paragraph 10biv.
- ii. The strategic objectives within the Executive report at Annex A (paragraph 9) be bullet points rather than numbered to remove any suggestion of an order of priority.
- iii. An additional principle be added as identified at the committee workshop, around the protection of the Council's heritage buildings.
- iv. The implementation plan be brought back to the committee at a future meeting.

Reason: To assist in the establishment of an appropriate Asset Management Strategy for the Council.

### **36. Presentation on CYC's current Cycling Strategy & Requirements for a Local Cycling & Walking Infrastructure Plan (LCWIP)**

Members received a presentation from the Head of Transport and Transport Planner giving an overview of previous work to improve the city's cycle network and the process for introducing a Local Cycling and Walking Infrastructure Plan (LCWIP).

Members welcomed the presentation and in response to Members' questions it was explained that:

- Following the approval of the Local Plan in February 2019, a refresh of the Local Transport Plan would follow, which would inform the future production of a LCWIP.
- Proposed routes for the LCWIP would be considered through a consultation process.
- There was no timeframe for the introduction of a LCWIP in national guidance as it was not a mandatory process.
- In order to engage employers in cycling and walking, officers would work with businesses and schools on travel planning.
- Behavioural change was to some extent, a barrier to walking.
- Opportunities for the dual use of space by cyclists and pedestrians would be examined when there were proposed changes to areas.
- The cycle network was promoted by officers when working with developers.
- In terms of funding, £250k had been allocated to cycling in the local transport plan. There were also opportunities to bid for grants.
- On larger development sites, funding for cycle routes was included in the planning process, for example in the Germany Beck development.

Resolved: That;

- i. Members note the update on the LCWIP.
- ii. The Scrutiny Officer explore whether there could be an article in the Yorcity publication on public rights of way and the use of bridleways.

Reason: To be kept updated on the development of the city's cycling and walking infrastructure.

### **37. Briefing Update on York's Creative Industries Sector**

This report provided Members with an introduction to the ongoing work of partner organisations across the city to address some of the findings arising from the previously completed scrutiny review on the 'Impact of the Arts and Culture Sectors on the Economy of York'. The report proposed that Members continue their consideration of the ongoing work at their next meeting in May 2018.

The Head of Economic Growth gave a progress update on the priorities within the city's current Economic Strategy. He advised Members that Science City York (part of Make it York) would be undertaking and launching the creative industries strategy for the city.

Members noted the update and made a number of points:

- The work of the Creative Industries Task Group and work of the Cultural Leaders Group was acknowledged.
- There had been a positive response from the creative industries.

Resolved: That the Head of Economic Growth and a representative from Science City York attend the next meeting of this Committee to provide an update on the positives and negatives of the city's current Economic Strategy.

Reason: To assist the committee in identifying items for its workplan for the coming municipal year.

### **38. Workplan 2017/18 and review of Committee's performance during trial period**

The committee reviewed its performance during the trial period and concluded that it had worked well. They therefore agreed they would like the trial to continue for a further municipal year.

The committee considered its work plan for the remainder of the 2017-18 municipal year and agreed:

- To hold an informal committee meeting to discuss the renewal of the Make it York on 17 April at 5.30pm.
- To add to the agenda for their final formal meeting on 16<sup>th</sup> May:
  - The new Creative Strategy for York - Members requested both the Head of Economic Growth and the Head of Science City York attend the meeting.
  - A progress update on the implementation of the Economic Strategy.



Finally, the Chair referred Members to an agreed Council motion regarding the disposal of single use plastics. It was agreed that a task group be set up to undertake a policy development review of the Council's use of single use plastics, and how the Council might influence its use by others. Councillors Kramm, Steward and Richardson offered to sit on the task group (along with any new committee members that may wish to join). The Scrutiny Officer agreed to email committee members to set up the task group and arrange its first meeting.

Resolved: That;

- i. That the work plan for the remainder of 2017-18 be approved subject to additions to the May meeting detailed above.
  
- ii. A Task Group be formed to undertake a Policy Development Review of 'The Use of Single Use Plastics'

Reason: To ensure that the Committee has an agreed programme of work in place.

Cllr I Cuthbertson, Chair

[The meeting started at 5.30 pm and finished at 7.30 pm].

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## DRAFT York Creative Strategy 2018-2023

### Part 1: Underlying Policies & Research

#### Authors:

H. Niven, Head of Science City York & S. Cooper, Creative & Cultural Development Manager, Science City York

#### **Foreword**

*York's Creative and Digital businesses have the ambition and ability to be world leading in their respective fields and it is the duty of the main city stakeholders (City of York Council, University of York, York St John University, other government agencies and the creative business themselves) to help enable and encourage that to happen now and over the next five years.*

*Through encouraging and actively supporting the development of a city wide 'creative hub', magnetising businesses to collaborate and share best practice with each other in great facilities, our creative and digital practitioners can successfully do business with each other and on a world stage. By creating this critical mass of energy in the city and shouting about the great innovation and creativity taking place here now, we can attract talent into York and retain the talent coming out of the higher and further education institutions, to build an exceptional pipeline of highly innovative creative graduates and new businesses.*

*We can further develop York's cluster based around our strengths in immersive technology, screen based industries and augmented and virtual reality technologies as well as in design. We can use our 'human-sized' city to build collaborations between these businesses and to plug this expertise into other industry areas, leveraging our creativity to drive economic growth in many areas of the city and to generate new enterprises and new innovation. We have the components to create a truly prosperous city with high value, exciting and world leading jobs for now and the future, using the talent, knowledge and willingness of our current creative and digital community. As well as being the best place to live, York can be the best place to create, to innovate and to grow business ideas, and the best place to collaborate and showcase the finished work. York has the real potential to be the 'go to city of excellence' for the new wave of creative digital industries and the bleeding edge of innovation.*



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1. Executive Summary
2. Introduction
3. Approach
4. What do the Creative Industries have to offer?
5. Creative Clusters – what are they?
6. What does York's Creative Cluster look like?
7. How does York grow and 'magnetise' it's Creative Cluster?
8. The Consultation of the Sector

### 1. Executive Summary

The Creative Industries in York have been growing and producing some truly amazing work. Yet, because the sector has not been prioritised by the city, the majority of the achievements of the creative businesses goes unrecognised. As a consequence of this, workspace is not prioritised for the creative industries, new talent is not attracted to the city, businesses do not feel supported and York is not seen as the rich creative destination that it is.

York is a forward thinking innovative city with a unique combination of components including:

- High knowledge capital
- UNESCO City of Media Arts Designation
- International relationships (particularly through the UNESCO Creative Cities Network)
- Evidence of extensive creative activity, particularly in screen-based and interactive technologies
- Strengths in Heritage and Interpretive Technologies
- Ultrafast Broadband in much of the city (but not all!)
- Digital Creativity Labs and other specialist centres.
- Rich range and availability of cultural and sports activities

These components contribute to York becoming a successful 'Magnet City'<sup>1</sup>, where new 'wealth creators' are attracted to come and stay in the city to work and do business and York is seen as a credible creative destination.

To ensure this growth scenario is realised meaning York does not become a purely *static* historic city, it needs to take advantage of the dynamism of its Creative Industries and prioritise





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the sector. Furthermore, York's creatives are working particularly around immersive technologies, which is an exciting and growing field in creative and digital technologies.

According to 'The Immersive Economy in the UK', this area is forecasted to generate over £1 billion in sales in in 2018 in the UK.<sup>1</sup> However, it is still an emerging sector, so needs support (particularly around "access to infrastructure and technological expertise"<sup>2</sup>) to develop further.

If the Strategy is followed, York has the potential to be world-leading in immersive technologies and truly set itself apart as a city that nurtures cutting edge innovation.

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<sup>1</sup> Mateos-Garcia, J., Stathoulopoulos, K., and Thomas, N. (2018) 'The Immersive Economy in the UK' London: Innovate UK, p. 6

<sup>2</sup> Mateos-Garcia, J., Stathoulopoulos, K., and Thomas, N. (2018) 'The Immersive Economy in the UK' London: Innovate UK, p. 7



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## 1. Introduction

York is a vibrant city that attracts visitors from around the globe to take in its breath-taking sites – but it is much more than a beautiful façade. The city is also home to inventive, pioneering businesses that create internationally renowned work. The work of these organisations sets York apart as a **‘modern day heritage city’**; a place that celebrates its past while embracing the future.

York was recently chosen as the best place to live in the UK by the Sunday Times for this very reason. It was stated that “York today is a mini metropolis, with cool cafes, destination restaurants and innovative companies — plus the fastest internet in Britain.”<sup>3</sup> York is a smaller sized city with big ambitions.

However, the York Economic Strategy 2016 to 2020 (“Economic Strategy”) indicates that, if no interventions are made, a likely future scenario for York’s economic growth would focus mainly around the tourism and hospitality sectors. With almost 7 million tourists each year, these sectors are incredibly important to the city, but these areas are not deemed ‘high growth’ and do not produce high levels of GVA for the economy of the city.

The national dialogue about the contributions of the creative industries, (as described by the DCMS, including a diverse range of creative companies such as; interactive technology, screen-based industries, games, design and software development)<sup>4</sup>, would indicate that this failure to acknowledge the sector is short-sighted. The numbers (as detailed in this paper) demonstrate time and again that the creative industries are high growth, yield significant economic turnover, employ highly-skilled workers and consistently avoid risk of automation. Beyond their direct economic value, they also promote both entrepreneurialism and “intrapreneur-ialism”, encourage modern thinking and attract young talented people to the city. The creative industries are “at the heart of the UK’s competitive advantage” and “represent a major

<sup>3</sup> ‘York — the best place to live in the UK 2018’ The Sunday Times, 18 March 2018,

<https://www.thetimes.co.uk/article/york-best-places-to-live-8grhj85sn>

<sup>4</sup> The Department for Digital, Culture, Media & Sport (DCMS) defines the Creative Industries as ‘those industries which have their origin in individual creativity, skill and talent and which have the potential for wealth and job creation through the generation and exploitation of intellectual property.’ DCMS, 2001. Creative Industries Mapping Documents

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/183544/2001part1-foreword2001.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/183544/2001part1-foreword2001.pdf), p.5



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strategic opportunity”, according to the Government’s Industrial Strategy and Creative Industries Sector Deal.<sup>5</sup>

Unlike other cities of a similar size, York is fortunate to have a growing “Creative Cluster” (an aggregation of creative businesses, (as described in Section 4, page 9); one which has grown organically in spite of a lack of robust infrastructure or sustained prioritisation from the city. This Cluster is comprised of businesses who have made real investment in York and who produce quality work, which is recognised nationally and internationally. Furthermore, York is one of only twelve UK cities<sup>6</sup> in the UNESCO Creative Cities network and is the only UK city with a UNESCO City of Media Arts designation (there are a total of thirteen Media Arts designated cities<sup>7</sup> in total). The city also hosts two international festivals which showcase cutting edge development in media arts, which are York Mediale and the Aesthetica Short Film Festival. York Mediale will be the biggest and only international festival focussing on digital art and creativity in the UK. The Aesthetica Short Film Festival is BAFTA accredited and is now in its 8<sup>th</sup> year. This status and these festivals bolster the city’s international reputation as well as providing a viable and valuable platform for promoting the great work happening here and creates global collaboration opportunities.

The city has a bona fide opportunity through its creative industries to differentiate itself from other cities – to capitalise on the Creative Cluster and create a reputation as a future facing city where ideas are nurtured and advanced. With the right effort and investment, York could easily become a vibrant “Magnet City” attracting investors and start-ups alike to relocate and develop here and make a significant economic contribution to the city. This would also future-proof York by diversifying its economic portfolio utilising a fast growing sector that can produce a high level of GVA.

To achieve this however, York’s creative industries cannot continue to exist in ‘a vacuum’, where businesses operate here *in spite of* the challenges as opposed to *because of the benefits*. The **pull** of cities who better support their creatives (e.g. Manchester, Leeds, Newcastle, Edinburgh, Hull, Liverpool, Bristol, Cambridge) is continued and without the proper support,

<sup>5</sup> DBEI and DCMS, 2018. Creative Industries Sector Deal <https://www.gov.uk/government/publications/creative-industries-sector-deal>, p. 9

<sup>6</sup> The other UK cities in the Creative Cities network are Bradford (Film), Bristol (Film), Dundee (Design), Edinburgh (Literature), Glasgow (Music), Liverpool (Music), Manchester (Literature), Norwich (Literature and Nottingham (Literature). UNESCO Creative Cities Network website, <https://en.unesco.org/creative-cities/home>

<sup>7</sup> The other Media Arts designated cities are Austin, Changsha, Dakar, Enghien-les-Bains, Guadalajara, Gwangju, Linz, Lyon, Sapporo, Tel Aviv-Yafo, Toronto



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York could lose its own creative companies to them. There are four main areas where support is most needed in York (which will be addressed in this Strategy):

- (1) Workspace
- (2) Talent Pipeline
- (3) Business Development
- (4) Visibility

This Creative Strategy, (the first for the city), contains the voice of over 140 creative businesses, both universities, the Guild of Media Arts and other major stakeholders in the city. It reflects their needs now and for the next five years and also communicates their level of ambition. It is hoped that this document will illustrate the wonderful opportunity this sector creates for York if it is nurtured.

### 2. Approach

The York Creative Strategy 2018-2023 was initiated by Science City York (“SCY”) on behalf of the businesses working in the creative sector. SCY works extensively with York’s creative and digital industries and this Strategy is intended to represent their perspective on the challenges, needs and opportunities for the sector within York.

To develop and inform the Strategy the following was undertaken by SCY<sup>8</sup>:

- A comprehensive survey of York’s creative businesses (139 respondents)
- A series of one-to-one interviews with a number of local creative businesses (12 in total)
- Three director forum sessions (with 10-17 attendees each)
- A series of four workshops (with 9-16 attendees each)
- A review of the relevant policy arguments and papers which directly or indirectly address the creative industries

Through the above approach a series of themes have emerged around Workspace, Talent Pipeline, Business Development and Visibility, which will be discussed in greater detail in Section 7.

This Strategy has been endorsed by [ TOTAL NUMBER ] businesses working within the creative industries. It has also been endorsed by the [ KEY STAKEHOLDERS ].

<sup>8</sup> The full analysis of these participants and/or their responses is available in Section 7.





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### 3. What do the Creative Industries have to offer?

There are both tangible economic benefits as well as less tangible social, health & wellbeing advantages to having a growing and vibrant creative industries cluster in the city.

#### Economic Benefits Nationally

As a sector, the creative industries have been proven to contribute extensively to the UK economy; several statistics on this impact are as follows:

#### GVA

The Gross Value Added (“GVA”) contribution of the creative industries was £84.1 billion or 5.2% of the UK economy in 2014.<sup>9</sup> This had risen to £91.8 billion a year by 2016<sup>10</sup> and is expected to “deliver close to £130 billion GVA by 2025.”<sup>11</sup> This sector has grown “twice the rate of the economy” and out performs even the thriving tourism sector, which was worth £66 billion in 2016 and makes up nearly 4% of the UK economy.<sup>12</sup>

#### Employment

Employment increased from 2011-2016 by 25.4% (compared to 7.6% across the wider UK)<sup>13</sup> and in 2015, the sector accounted for 1.9 million jobs<sup>14</sup>. In 2016, there were approximately 284,000 UK businesses in the creative industries, comprising 11.8% of UK businesses.<sup>15</sup>

Creative occupations are forecasted to grow by 5.3% over the next six years which is double the projected job growth across the UK economy.<sup>16</sup> The sector is projected to have approximately 1 million new jobs created by 2030.<sup>17</sup>

<sup>9</sup> DCMS, 2016. Creative Industries Economic Estimates <https://www.gov.uk/government/statistics/creative-industries-economic-estimates-january-2016>, p. 7

<sup>10</sup> DBEI and DCMS, 2018. Creative Industries Sector Deal <https://www.gov.uk/government/publications/creative-industries-sector-deal>, p. 6

<sup>11</sup> DCMS, 2017. Independent Review of the Creative Industries led by Sir Peter Bazalgette <https://www.gov.uk/government/publications/independent-review-of-the-creative-industries>, p. 11

<sup>12</sup> ‘Creative industries’ record contribution to UK economy’ UK government website, 29 November 2017, <https://www.gov.uk/government/news/creative-industries-record-contribution-to-uk-economy>

<sup>13</sup> DCMS, 2017. Independent Review of the Creative Industries led by Sir Peter Bazalgette <https://www.gov.uk/government/publications/independent-review-of-the-creative-industries>, p. 11

<sup>14</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 7

<sup>15</sup> DCMS, 2018. DCMS Sectors Economic Estimates 2016: Business Demographics <https://www.gov.uk/government/statistics/dcms-sectors-economic-estimates-2016-business-demographics>, p. 4

<sup>16</sup> Bakhshi, H., and Easton, E. (2018) ‘Creativity & Future of Work’ London: Nesta, p. 1

<sup>17</sup> DCMS, 2017. Independent Review of the Creative Industries led by Sir Peter Bazalgette <https://www.gov.uk/government/publications/independent-review-of-the-creative-industries>, p. 11



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### *Low Risk of Automation*

The sector has particularly low risk for automation (where artificial intelligence could be developed to do the job). Statistically, it is 3 times less likely to have artificial intelligence make it obsolete<sup>18</sup> with 87% of workers in creative sector jobs being at low or no risk of automation.<sup>19</sup>

### Economic Benefits Regionally

#### *Screen Industries*

An excellent example of the contributions being made in the sector by Yorkshire & the Humber are the screen industries. Screen Yorkshire reported that the screen industries in Yorkshire & the Humber between 2009-2015 have made up the following:

- Annual turnover of Film & TV industries was £424 million per annum<sup>20</sup>
- A total of 1,200 jobs (directly and indirectly) were supported by these industries<sup>21</sup>
- The total turnover of the screen industries was just below £1.1 billion<sup>22</sup>

As indicated by these statistics “the creative industries present an economic opportunity for all of the UK.”<sup>23</sup>

#### *Additional Benefits*

There are, however, contributions which the creative industries make beyond the economic. One example of this is the sector’s contribution to cultural engagement. “Technology is expanding the ways in which we make and experience culture; the digital dimension is becoming a ‘place’ in itself.”<sup>24</sup> For York as a modern heritage city with a fantastic arts scene, this collaboration between the creative industries and culture has and will continue to create exciting opportunities for the city (businesses, residents and visitors alike).

<sup>18</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 7

<sup>19</sup> DCMS, 2017. Independent Review of the Creative Industries led by Sir Peter Bazalgette

<https://www.gov.uk/government/publications/independent-review-of-the-creative-industries>, p. 11

<sup>20</sup> ‘Screen Yorkshire’s Success Recognised in New BFI & HM GVMT Reports’ Screen Yorkshire Website, 28 March 2018, <https://www.screenyorkshire.co.uk/screen-yorkshires-success-recognised-in-national-reports/>

<sup>21</sup> ‘Screen Yorkshire’s Success Recognised in New BFI & HM GVMT Reports’ Screen Yorkshire Website, 28 March 2018, <https://www.screenyorkshire.co.uk/screen-yorkshires-success-recognised-in-national-reports/>

<sup>22</sup> ‘Screen Yorkshire’s Success Recognised in New BFI & HM GVMT Reports’ Screen Yorkshire Website, 28 March 2018, <https://www.screenyorkshire.co.uk/screen-yorkshires-success-recognised-in-national-reports/>

<sup>23</sup> Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta, p. 13

<sup>24</sup> DCMS, 2016. The Culture White Paper <https://www.gov.uk/government/publications/culture-white-paper>, p. 38



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Furthermore, “[c]ultural production is young, inclusive and entrepreneurial”<sup>25</sup> which can mean a more diverse workforce bringing with it new and fresh ideas. As York’s creative industries continue to innovate and develop, this influx of inventive creativity is vitally important.

### The Contributions of the Creative Cluster

York’s Creative Cluster is also demonstrated through its contributions to the city, as follows:

#### GVA

York made up 10% of the creative GVA in 2015-2016 (Million £) in Yorkshire & The Humber (behind Leeds (33%), Sheffield (17%), but ahead of Hull (7%), Bradford (7%) and Huddersfield (5%)).<sup>26</sup> York’s total contribution in 2015-2016 to the UK’s Creative GVA was £140.4 million.<sup>27</sup>

#### Employment

York comprises 9% of creative industries employment in 2015-2016 in Yorkshire & the Humber (behind Leeds (32%), Sheffield (13%), Bradford (12%) but ahead of Harrogate (5%)).<sup>28</sup> York is third highest in Yorkshire & The Humber for increase in employment with +1165.75 (behind Leeds (+4984.5) and Bradford (+2636.25), but ahead of Sheffield (+809.25) and Harrogate (+418)).<sup>29</sup>

#### Overall Economic Contribution to the City

York’s Creative and Digital industries have been the biggest area of economic growth in recent years, bringing in £165m to the city annually.<sup>30</sup>

## 4. Creative Clusters – what are they?

Many of the UK’s creative industries have grown through support from their respective ‘Creative Clusters’. This is the idea that the creative industries tend to develop in particular

<sup>25</sup> EY, 2015. Cultural Times [http://www.ey.com/Publication/vwLUAssets/ey-cultural-times-2015/\\$FILE/ey-cultural-times-2015.pdf](http://www.ey.com/Publication/vwLUAssets/ey-cultural-times-2015/$FILE/ey-cultural-times-2015.pdf), p. 8

<sup>26</sup> Based on data utilised in the publication: Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta

<sup>27</sup> Based on data utilised in the publication: Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta

<sup>28</sup> Based on data utilised in the publication: Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta

<sup>29</sup> Based on data utilised in the publication: Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta

<sup>30</sup> ‘York becomes UK’s first UNESCO Creative City of Media Arts’ UNESCO website, 22 March 2015, <https://www.unesco.org.uk/news/york-becomes-uks-first-unesco-creative-city-of-media-arts/>



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locations where other likeminded businesses are based; essentially creating a community or a “cluster” for the sector.

The definition of a Creative Cluster as provided by Nesta as follows:

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*“The creative industries display a strong tendency to concentrate in a small number of locations. In doing so, they form creative clusters – agglomerations of creative businesses and workers that collaborate and compete with each other. This geographical proximity has important advantages: creative businesses are able to tap into a critical mass of creative workers, access clients, and collaborate and share information with one another.”<sup>31</sup>*

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Further, clusters build organically<sup>32</sup> and tend to grow in an area with a strong cultural, heritage and sporting offer.<sup>33</sup> The benefits of a Creative Cluster include the contributions of creative roles in non-creative industries as an “important, indirect, channel through which creative clusters contribute to local economic development and productivity.”<sup>34</sup> In all of the UK, Nesta has determined a total of 47 Creative Clusters.<sup>35</sup>

To have a Creative Cluster is a unique attribute and one which could not only contribute to a city’s economy through its development of the creative industries (in both the creative and non-creative sectors), but also distinguish a location in attracting people to live, work and study there.

Where York’s advantage lies is that just over 1/5 of Creative Clusters are located in the North of England<sup>36</sup> and so being in a Creative Cluster differentiates York’s qualities from other Northern cities.<sup>37</sup>

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<sup>31</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 7

<sup>32</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 7

<sup>33</sup> DCMS, 2017. Independent Review of the Creative Industries led by Sir Peter Bazalgette

<https://www.gov.uk/government/publications/independent-review-of-the-creative-industries>, p. 16

<sup>34</sup> Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta, p. 42

<sup>35</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 5

<sup>36</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 6

<sup>37</sup> The Northern cities sited as Creative Clusters are: Newcastle, Middlesbrough & Stockton, Harrogate, Leeds, Sheffield, Manchester, Warrington & Wigan, Liverpool, Chester and Crewe. Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 17



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### 5. What does York's Creative Cluster look like?

York has many of the components inherent in a vibrant Creative Cluster both directly in having creative jobs and businesses as well as indirectly in having heritage, iconic buildings and lots of cultural activities to attract people to the city.

Nesta found York to be an example of “significant creative activity”<sup>38</sup>, but as the city's creative industries had not been officially mapped in 9 years, it was not given further analysis in their publications on Creative Clusters. This insufficient understanding of what creative businesses are in York has previously led to it being overlooked as a Creative Cluster in its own right.

However, the existence of various creative networks are well established in York and have been for a decade (including Creative York and previously the Creation Network) which would evidence a Creative Cluster. Many of York's creative businesses have been here for years (some a decade or more) and are continuing to produce exciting, innovative work. York is also designated a UNESCO City of Media Arts, which makes it a part of the international Creative Cities Network. There is, therefore, a real argument to be made for York having an established Creative Cluster and this is now being recognised by the Arts and Humanities Research Council (AHRC) through the latest Sector Deal funding opportunities. (York is in the final stages of a two-stage bidding process for significant funding from AHRC, and this funding has only been made available to existing Creative Clusters.)<sup>38b</sup>

### 6. How does York grow and ‘magnetise’ its Creative Cluster?

York has a Creative Cluster – so how can it make the most of it?

The Magnet Cities framework, made popular in the UK by KPMG, indicates that as a certain activity in a city grows, the buzz around that development will attract other like-minded residents and businesses with high value net worth to the city. “A city with a strong magnetic pull draws in new residents, visitors and business investment.”<sup>39</sup>

This framework is particularly applicable to so-called “second” cities – cities which do not have the automatic pull of major capitals such as London or New York. With so many second cities

<sup>38</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 19

<sup>38b</sup> <https://ahrc.ukri.org/newsevents/news/ahrc-welcomes-boost-to-uk-creative-industries-through-new-sector-deal/>

<sup>39</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 2







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for people to choose from, York needs to stand out to attract inward investment and not just copy others.<sup>40</sup>

Through showcasing York as a creative city and building its reputation as a destination that supports the creative industries, the city could ‘magnetise’ itself and attract people who wish to work in the sector.

There are seven principles of a Magnet Cities and for York to ‘magnetise’ its Creative Cluster it must consider each of these principles in depth.

### 1. Attract Young Wealth Creators<sup>41</sup> with an Authentic Point of Attraction<sup>42</sup>

York is a well-known iconic city that attracts over **6.9 million visitors** each year. It has a **sustainable cultural offer** and is a City of Festivals (including Aesthetica Short Film Festival, York Mediale, Early Music Festival, York Literature Festival, York Open Studios, York Food & Drink Festival, etc.). It is also a prosperous, safe and friendly city.

### 2. Undergo Constant Physical Renewal<sup>43</sup>

The city is showing an increase in physical developments evidenced through co-working spaces such as Hiscox Business Club and Spark:York, (an excellent example of an independent initiative that has addressed the growing need for space in York in a new and innovate way). Also, York Central (“the largest brownfield development site in Europe”<sup>44</sup>) and the Guildhall developments demonstrate the city’s level of investment in maximising and modernising its spaces.

### 3. Have a Definable City Identity<sup>45</sup>

York is a modern heritage city that supports innovation as evidenced through its status as the **only UK city with the uniqueness of ‘UNESCO City of Media Arts’ designation**. This designation makes York a member of the 180 strong, global UNESCO Creative Cities Network, putting York “on the map” internationally as a city that embraces and showcases creativity and innovation.

<sup>40</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 6

<sup>41</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 11

<sup>42</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 12

<sup>43</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 14

<sup>44</sup> ‘RAIL HERITAGE: the unique buildings at York Central that define city’s railway past’ The York Press, 13 September 2017,

[http://www.yorkpress.co.uk/news/15529671.RAIL\\_HERITAGE\\_the\\_unique\\_buildings\\_at\\_York\\_Central\\_that\\_define\\_city\\_s\\_railway\\_past/](http://www.yorkpress.co.uk/news/15529671.RAIL_HERITAGE_the_unique_buildings_at_York_Central_that_define_city_s_railway_past/)

<sup>45</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 17





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### 4. Connected to Other Cities<sup>46</sup>

KPMG stated that “[m]any cities in the north of England find it difficult to attract or retain high-earning young professionals for precisely this reason [connectivity].”<sup>47</sup> However, York is **incredibly well connected** to the rest of the UK and the world through:

- Train: On the main east line, with travel to London and Edinburgh in under 2 ½ hours.
- Air: Two international airports – Leeds Bradford (45 mins), Manchester (90 mins)
- Road: The A1 and M1 are only 30 minutes from York
- Digital: York will be the UK’s first Ultra Fibre Optic city<sup>48</sup> (broadband)
- Network: York is a part of the UNESCO Creative Cities network (180 member cities from 72 countries covering 7 creative fields)<sup>49</sup>

### 5. Cultivate New Ideas<sup>50</sup>

All Magnet Cities leverage universities to help with new idea generation<sup>51</sup> and “[h]igh-skilled businesses look for locations that offer them access to knowledge.”<sup>52</sup>

York has a high knowledge capital with four exceptional higher and further education institutions. The city’s Economic Strategy has committed to an investment in retaining that knowledge capital with an aim to “take practical steps to develop and retain talent in the city”<sup>53</sup>.

The city also hosts the Festival of Ideas (led by the University of York), which is intended to “educate, entertain and inspire” through a series of mostly free events across a wide range of topics.<sup>54</sup> All of this contributes to new idea generation and provides a talent pipeline into the highly skilled businesses that comprise the creative industries.

<sup>46</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 19

<sup>47</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 19

<sup>48</sup> ‘York to be first UK gigabit city’ Digital York website, 1 March 2018, <http://www.digitalyork.org/news/york-to-be-first-uk-gigabit-city/>

<sup>49</sup> UNESCO Creative Cities Network website, <https://en.unesco.org/creative-cities/home>

<sup>50</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 21

<sup>51</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 22

<sup>52</sup> Centre for Cities, 2018. Cities Outlook 2018 <http://www.centreforcities.org/wp-content/uploads/2018/01/18-01-12-Final-Full-Cities-Outlook-2018.pdf>, p. 26

<sup>53</sup> City of York Council, 2016. York Economic Strategy 2016 to 2020

[https://www.york.gov.uk/info/20036/performance\\_and\\_policies/67/york\\_economic\\_strategy/1](https://www.york.gov.uk/info/20036/performance_and_policies/67/york_economic_strategy/1), p. 13

<sup>54</sup> York Festival of Ideas website, <http://yorkfestivalofideas.com/2017/>



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### 6. Fundraisers<sup>55</sup>

KPMG found that “a city cannot be transformed using city administered funds alone. The radical improvement of a city requires public and private money to work hand in hand.”<sup>56</sup>

The creative industries businesses (private sector) are investing considerably in the city through their continued operation in York, buying and selling locally as well as recruiting and attracting talented, highly-skilled workers. They have made a real investment economically to the area as evidenced by the £140.4 million York contributed to the UK’s Creative GVA in 2015-2016.<sup>57</sup>

The government has shown an interest in supporting the creative industries at a national level and has begun to invest in the sector. This has been evidenced through recommendations made in the ‘Independent Review of the Creative Industries’ as well as through funding stated in the ‘Creative Industries Sector Deal’ (which York is in the final stages of bidding into). At a local level, York has also shown an interest in further support for the sector, as evidenced through various provisions of the Economic Strategy.<sup>58</sup>

### 7. Strong Leaders<sup>59</sup>

By endorsing this Strategy, stakeholders in the city are showing an investment in the development of this sector and, through this, are contributing to ‘magnetising the cluster’.

Based on the above, York has all the components and is primed to ‘magnetise’ its Creative Cluster. The next step is to consider the current and future challenges for the sector and determine how it can be supported and developed further.

### **7. The Consultation of the Sector**

To fully take advantage of the creative industries development potential, the needs of the Cluster must be defined. As indicated in Section 2, SCY carried out a consultation with the sector to determine where the challenges are and how the city can better support the creative industries.

<sup>55</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 25

<sup>56</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 26

<sup>57</sup> Based on data utilised in the publication: Mateos-Garcia, J., Klinger, J., and Stathoulopoulos, K. (2018) ‘Creative Nation’ London: Nesta

<sup>58</sup> One such provision includes “Where market failure or commercial opportunities identified, invest in shared accommodation & kit for IT, digital and media arts businesses, for example, in an iconic building like the Guildhall as a hub.” City of York Council, 2016. York Economic Strategy 2016 to 2020, p. 19

<sup>59</sup> Haynes, C., and Langley, V. (2014) ‘Magnet Cities’ UK: KPMG, p. 28





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### The Survey of York's Creative Industries

SCY undertook a survey of their creative and digital businesses in September 2017 in order to gain insight into the current state of York's Creative Cluster. The survey was sent to the networks of The Guild of Media Arts and Creative & Digital York through email and social media. There were 139 total respondents representing businesses in and around York; the findings of the survey are presented here.

[Please note: all percentages are based on those businesses that answered the question / for which the question was applicable. Further, all figures have been presented to the nearest whole percentage.]

#### *Most Creative Businesses Surveyed in York Are At Least 5 Years Old*

66% of creative businesses in York are **over 5 years old** (44% **over 10 years old**), with only 16% under two years old (4% under a year old).

#### *Top Industry Areas Are in Media Arts*

64% of respondents work in Film & Video, Interactive Digital Media (including web, mobile, games), Computer Software and/or Design, reflecting the 'Media Arts' nature of the city's Cluster.

#### *Service Focussed, B2B Companies*

67% are service focussed, with another 25% providing goods as well as services. 85% do business with other businesses (59% B2B, 25% B2B&C, 15% B2C).

#### *Skills Required Vary, but Apprenticeships are not Priorities*

The most required skills are Advanced IT Skills (56%), Customer Service Skills (48%), Marketing (48%) and Graduate Degrees (44%). Apprenticeship Training is the least required (10%).

#### *Most Businesses Are Micro and Many Utilise Freelancers*

73% of businesses have 10 or less members of staff and 57% have 5 or less. 70% of businesses employ freelancers and contractors.

#### *A Significant Number have Multiple Business Locations*

25% of businesses have secondary locations of operation, with **additional** premises in York (38%), North Yorkshire (3%), elsewhere in the UK (38%) and outside of the UK (20%).

#### *Most Materials Are Purchased Locally*

Businesses mainly purchase materials within York (48%), North Yorkshire (37%) and the UK (63%). To a lesser extent they purchase in Europe (28%), Asia (10%) and the US (20%).





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### *Sales of Services & Goods Are Local, Regional, National & International*

Businesses sell their services and goods in York (51%), North Yorkshire (49%), the UK (85%), Europe (48%), the US (30%), Asia (17%) and the rest of the world (33%).

### *Low Prioritisation of R&D and Intellectual Property (IP) Assets*

74% of businesses have no internal R&D funding and 89% have five or less members of staff working on R&D (12% have no members of staff working on R&D).

Some own copyrights (41%) and patents (7%), **but 41% stated they have no IP assets!** (Note: this is worrying and highlights a need to educate businesses as to what intellectual property they own and how they can protect and exploit it. This also reflects the low take up in Yorkshire and the Humber of R&D tax credits).

### *Main Challenges*

The top challenges are **business development** (49%), including **regularity of work** (43%). Further challenges include **staff skills** (32%), **financial limitations** (33%), **marketing** (31%), **commercialising the business** (25%), and **premises limitations** (23%).

### *The Interviews with York's Creative Industries*

To elaborate more on the results of the survey and determine the sector's needs, 12 one-to-one interviews with local creative businesses were carried out.

#### *Question 1: What are the main challenges of running a creative business in York?*

Each interviewee was asked what the main challenges were, in their opinion, for running a creative businesses in York. The main challenges mentioned were around **workspace** (58%), **talent pipeline** (58%), **visibility** (33%) and **business development**, particularly around networking and start-up support (42% each).

#### *Question 2: What should be included in the Creative Strategy?*

To expand on these challenges (and to highlight those areas that were felt to be particularly difficult) each interviewee was also asked what one thing they felt should be included & addressed in the Creative Strategy.

The top two answers for this question were **visibility** (50%) and **networking** (25%). Anecdotally, visibility and networking came up time and again in the interviews and were considered a significant part of how the sector could develop.

### *The Four Themes*

Based on the above survey and interview results, the four main themes emerged, as follows:





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1. *Workspace*
  2. *Talent Pipeline*
  3. *Business Development*
  4. *Visibility*
- 

## Workshops

To learn more about each theme, four workshops were then carried out.

### 1. *Workspace*

The two biggest priorities of Workspace were **collaboration** and **atmosphere**. Attendees saw Workspace as an opportunity to build relationships and make a stronger network within the creative community. This networking would enable creative growth through shared ideas and best practice.

Other important considerations were **affordability** and **broadband** capabilities. It was felt that York lacks space to experiment, which would enable idea generation and innovation.

### 2. *Talent Pipeline*

There are excellent Universities and colleges in York, but the city still struggles to retain graduates and it was felt that more needed to be done to link the Universities with the creative industries. However, it is not just about enticing students to stay in York, but also encouraging those more advanced in their careers, to return to the city; showcasing York as a city that nurtures talent both in terms of start-ups as well as more established individuals and businesses.

However, apprenticeships were not considered a viable option (as indicated by the survey, interview and workshop results) as most creative business in York are too small to support an apprentice. Instead a community / network to support freelancing opportunities was felt to be a more robust way of addressing this issue as the majority of companies regularly outsource work.

In terms of skills, the priorities of Talent Development / Recruitment were by far and away **enthusiasm** and a **can-do attitude**. While **industry experience** was helpful, not everyone felt



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this was critical. This reflects that employers are keen to link in with the universities and students and that experience working in the sector is not a barrier to recruitment.

### 3. *Business Development*

The purpose of this workshop was to create a baseline for what Business Development meant to the sector and the attendees felt the following were a part of their development:

- Winning clients and developing relationships (networking, intelligence, research, marketing and sales)
- Creating substantial, profile-raising projects (a balanced sustainable portfolio)
- Enabling start-ups to link to the wider creative network to ensure they develop as part of the ecosystem
- Educating potential clients about the benefit of their service and the value for money

For small businesses, it was felt that **networking** is a vital part of developing as meeting like-minded individuals or organisations can help with best practice sharing, equipment sharing, problem-solving and client generation. It can also address issues of isolation and can make businesses feel more supported as a part of a community.

### 4. *Visibility*

The main concern for attendees was that the city of York does not seem to value how creative it is and, because of this, York is not on the radar as a creative business destination regionally, nationally or internationally. The city needs to be better about creating a picture of what is here – embracing the image of York as a modern heritage city that supports the creative industries. It is also about developing the perception of York as a place that creates high quality, successful digital and creative work.

It was felt that York needs to do more to showcase its creative talent and broadcast the sector's accomplishments.

Possible platforms mentioned in the workshop through which to publicise the sector included (but are not limited to):

- Podcasts (e.g. [York Creatives](#), [No Film School](#))
- Social Media (e.g. [Facebook](#), [LinkedIn](#))
- News (e.g. [BBC](#), [YorkMix](#), [Vice](#), [The Guardian](#), [Financial Times](#))
- Newsletters ([SCY](#), [Guild](#), [Ed Vaisey](#), [DO Lectures](#), [York Science Park](#))
- Industry Publications (e.g. [Aesthetica](#), [Creative Review](#))
- Networking (e.g. meetups, conferences)



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- Calendars (e.g. [TimeOut](#), [York Mumbler](#))
- Blogs (e.g. [The Medium](#))
- Events (e.g. Design Week, Marketing Week)
- Awards
- Screen based platforms (video, film, touchscreen, apps, etc.)

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## DRAFT York Creative Strategy 2018-2023

### Part 2: Strategy

#### Authors:

H. Niven, Head of Science City York & S. Cooper, Creative & Cultural Development Manager, Science City York

#### Introduction & Vision

York is an ambitious city and our Creative Strategy needs to reflect that. We need to be bold. We need to punch above our weight. We need to utilise the wonderful successes and achievements of the creative industries to continue to shape the vision of York as it makes “a fresh loud statement of cultural and visual identity”<sup>1</sup>.

#### Our aims over the next 5 years:

**In 2015-16 York’s Creative Industries contributed £140m to the local economy. By 2023 we aim to make this £200m annually.**

**We want to be collaborating with the other UNESCO Creative Media Arts Cities in some way and if possible with as many of the other 180 cities in the Creative Cities Network.**

**We want York to be known for Innovation and Creative Technologies, as a City of Ideas and Experimentation.**

**We want to develop a suite of new creative places that reflect and service the needs, distinct cultures and ambience of our diverse creative practitioners.**

**We want to double the number of creative businesses starting in the city**

We need a massively collaborative effort from the creative businesses to actualise this vision through and to see city-wide investment and support for the sector.

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<sup>1</sup> City of York Council, 2016. York Economic Strategy 2016 to 2020

[https://www.york.gov.uk/info/20036/performance\\_and\\_policies/67/york\\_economic\\_strategy/1](https://www.york.gov.uk/info/20036/performance_and_policies/67/york_economic_strategy/1), p. 9



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## Contents:

The strategy is organised into four key themes, each underpinned by a detailed action plan (still under development):

1. Workspace
2. Talent Pipeline
3. Business Development
4. Visibility

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## 1. Workspace

*From: A city where creatives struggle to find appropriate space*

*To: A city with a suite of creative places to work, experiment & play.*

### Needs

York needs more collaborative workspaces in the city, through which communities of creatives can come together. Well-designed workspaces not only yield creativity but can also attract new businesses and new clients. For these spaces to be effective, the infrastructure also needs to be robust; issues around wifi 'not spots' and affordability must be addressed to ensure that creatives do not go elsewhere for better connectivity and financial feasibility. Further, creatives need a public-facing element to their workspace so that the visibility of the businesses can be elevated in the eyes of residents and visitors.

### Recommendations & Actions

- Address wifi concerns and lobby to ensure the promise of a Gigabit city is delivered across the whole city.
- Approach CYC and other landlords about incentivising the use of empty shops as “pop-up” spaces for creative businesses.
- Ensure creatives are considered in future development discussions for York (including York Central, Castle Gateway and the Guildhall).
- Assist with bids developing workspace in the city (e.g. Creative Centre (York St John University), Arts and Humanities Research Council (AHRC) Research and Development of Creative Clusters and Industrial Centre for Excellence bids (University of York).
- Ensure incubator space bids are supported and fostered (e.g. Barclay’s Eagle Labs, AHRC funded incubator).
- Assist the Creative industries in developing a “creative hub and spoke model” – a suite of collaborative, public facing places with individual personalities.
- Support CYC’s place-making agenda through creative ideas and possibilities

### Overall Outcomes

- Better connection and collaboration between creative businesses through the development of a hub & spoke model
- More incubator space in the city to develop new ideas and experiment, which will generate innovation, build relationships and retain talent.
- More workspace in the city for the entire lifecycle of creative businesses.
- Raise the profile of the creative industries locally through an increased visible presence.





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## 2. Talent Pipeline

*From: A city that pipes talent out.*

*To: A city that attracts talent in.*

### Needs

Nesta “underscore[s] the importance of universities as anchor institutions in emergent creative clusters, particularly in the North of England.”<sup>2</sup> There needs to be a better link between the universities and businesses in the creative industries to fully take advantage of the universities’ knowledge capital. But this should not be limited to developing and retaining talent at Higher Education levels, it should include attracting talented work professionals as well as students from Further Education institutions (e.g. York College) and younger. To start the process of talent development even before university age, the city should look at linking the schools with the creative industries to a much greater extent.

### Recommendations & Actions

- Link the Universities with employers, including the following:
  - Create a sector-specific jobs fair to showcase the variety and number of creative and digital businesses looking for new talent
  - Create a ‘business bootcamp’ style to educate students on general and sector-specific business skills
  - Develop events which bring students into contact with employers and enterprise and encourage students to attend creative industry events
  - Encourage peer-to-peer support
- Support, promote and develop freelancing pools, programmes, networks and job boards as well as encouraging them to link up
- Create a creative / digital jobs board
- Ensure the available help and advice for students, young creatives as well as more established businesses and freelancers is visible and widely available
- Understand talent supply and demand within the sector (through innovative companies such as ‘Geek Talent’)
- Develop and deliver a programme akin to the Digital Adventurers Programme which links school children with the creative industries.
- Link with established talent development franchises (e.g. Pint of Science).

### Overall Outcomes

- Higher graduate retention with more students staying here and growing with the city, or coming back to the city after a period of development.

<sup>2</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 28



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- Increased number of creative start-ups here
- Having a better linked up network of freelancers so that businesses can easily find subject specialists for projects and enables a flexible approach to working

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## 3. Business Development

*From: A city with micro businesses working in isolation.*

*To: A city with a strong joined-up creative network.*

### Needs

According to Nesta, policymakers can help “by supporting local business networks, and bridging the gap between communities and groups with complementary resources and capabilities.”<sup>3</sup>

The ‘business development’ workshop indicated networking was important because it links up like-minded creatives and can generate new business. Furthermore, the survey indicated that many businesses do not view R&D and IP as exploitable and protectable assets which may also have a negative impact on their business development.

### Recommendations & Actions

- Create R&D and/or IP courses and toolkits
- Create masterclass programmes for creative businesses (including accessing finance)
- Develop a creative industries specific pitch event (similar to MIY Stand & Deliver event)
- Develop a mentoring programme for both students and working professionals (including pop-up surgeries for continued support).
- Encourage, link and support the sector-specific networking groups and events already in place (to link creatives with each other as well as potential clients).
- Develop a series of collaborative “networking” events across the sector that enable the spread of best practice knowledge for the sector (both in and out of York).
- Create and enable research projects that lead to creativity and innovation.
- Provide business development for start-ups as well as more established businesses
- Incentivise suppliers to develop packages for York creatives to help with business development.

### Overall Outcomes

- The sector is better linked up with each other through networking leading to better and more frequent collaborations.
- Regular and sustained workflow for York creatives by having better links with potential clients
- Creative businesses taking better advantage of their R&D and IP, through protection and exploitation
- Mentoring programmes both for students and working professionals.
- Creative businesses have better access to finance.

<sup>3</sup> Mateos-Garcia, J., and Bakhshi, H. (2016) ‘The Geography of Creativity in the UK’ London: Nesta, p. 29



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DRAFT



**York UNESCO**  
**City of Media Arts**



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## 4. Visibility

*From: A city whose creativity flies under the radar.*

*To: A city that is known as a 'creative hot spot' far and wide.*

### Needs

York needs to develop a compelling story to raise the profile of its Creative Cluster as a whole, through generating a strong association between York and cutting edge creativity and innovation.

This will help to attract and retain new skilled talent as well as bring in new investors to the city. York should be seen as a creative 'Hot Spot', so the city must "boost the signal" around creative successes, achievements and accolades as and when they happen.

### Recommendations & Actions

- Develop a PR and communications strategy for the creative industries in York.
- Map the creative industries in York and benchmark what exists now.
- Create an aggregated platform of the sector's activities, including:
  - A Calendar of events of what is happening within the sector
  - Regular promotion of companies and their successes
  - A "Bucket List" creative eNewsletter that is curated
- Develop the PR & Comms around the creative industries, including:
  - Develop media relationships with sector specific news outlets
  - Create "100 Stories" publications (including York-based creatives and those from York working elsewhere)
  - Create "Top 50 Innovators" accolade
  - Enter York into international competitions; consider how these competitions could be franchised to include York.
- Develop a Creative Ambassador Programme and identify a Creative Champion to raise York's aspirations and expand its reputation regionally, nationally and internationally.
- Use our UNESCO City of Media Arts designation more, including:
  - Developing our relationships and working more with the other UK cities
  - Developing our relationships and working more with the Media Arts cities
- Support, develop and utilise innovative international events (e.g. York Mediale, Aesthetica) as well as the Universities and international gatherings to inspire the sector
- Make more use of physical / public-facing storytelling (e.g. posters, public art, projection mapping)
- Utilise conferences both by bringing industry-specific ones to York and showcasing York businesses at those further afield





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- Create regional links with content and stories, including working with the Universities to showcase research and develop stronger links between business and academia.
- Develop the reputation and reach of York throughout the region, nation and world.

### Overall Outcomes

- York to be seen universally as a Creative Cluster (and therefore receiving higher profile in subsequent analysis and publications on Creative Clusters)
- Better knowledge of York's creative sector locally, regionally, nationally and internationally.
- Develop a brand around York as a 'creative city of ideas'
- Showcase York's creative and digital achievements internationally
- Encourage local York residents, businesses and other stakeholders to be ambassadors of the new brand.

### Conclusion

In order to actualise our vision and ambition for the next five years, of doubling the creative start-ups in the city, increasing the economic contribution from £140m to £200m, putting the city firmly on the creative map as the 'go-to place' to start and grow your creative ideas and to build the infrastructure to enable this to happen, we need to work collaboratively, quickly and with ambition. We need to be bold and brave, we need to reach out to our UNESCO city network and maximise the opportunities that network presents us with, and also we need to create our own opportunities to lead on and share internationally. Now is the time for York to punch above its weight and become the leader for innovation in media arts and immersive technologies in the UK. Through our 'human sized' city we can nurture new ideas and develop cutting edge innovations through experimentation and collaboration. Through our global networks we can then shout about it.



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**Economy & Place Policy Development Committee**  
Report of the Assistant Director Legal & Governance

16 May 2018

**Scrutiny Topic Proposal – Review of Residents Parking Scheme**

**Summary**

1. This paper provides feedback from appropriate officers in regard to the proposal made by Cllr D'Agorne to review CYC's Residents' Priority Parking Scheme – see copy of topic registration form at Annex A. Members are asked to consider the work currently ongoing and its impact on this topic, and agree how best to progress this policy development review proposal.

**Background**

2. The residents' priority parking scheme (ResPark) restricts parking within designated areas of York, known as 'ResPark zones', to those people who are eligible to apply for a permit. The scheme gives priority to park within a particular zone to residents and property owners.
3. Permits are available for residents within the ResPark zones and their visitors:
  - Household permits (and additional permits)
  - Visitor parking permits
  - Special control parking permits
  - House in multiple occupancy parking permits
  - Disabled parking permits
4. Permits are also available for people who may own properties within a zone, or have a commercial requirement for parking there:
  - Guest house parking permits
  - Property parking permits
  - Landlord and management agents permits
  - Business parking permits
  - Commercial parking permits
  - Community parking permits

5. Vehicles without a permit are only able to park or wait in a zone for the advised permitted waiting time (usually 10 minutes). The ResPark scheme does not guarantee a space, but gives priority over other vehicles who do not qualify to park within a ResPark zone. Most ResPark permits are only valid within one designated zone (usually the zone containing the applicant's home address or business), and a separate permit is required for each vehicle, with the exception of motorcycles and bicycles.

### **Consultation**

6. In response to Cllr D'Agorne's submission, officers from Parking Services, Transport Planning, Traffic Network Management, & Finance met with the Assistant Director for Transport, Highways & Environment and the Scrutiny Officer to discuss the proposal, and provided the following feedback:

*'It is appreciated that Cllr D'Agorne wishes the focus of his scrutiny topic to look at reducing the price of the residents' permits through efficiencies. However there are a number of other permits that are used in the residents parking zones, so just focusing on one permit type in line with the topic proposal would not be the best use of officer and Policy Development Committee's time. Instead, an holistic review of the whole scheme would provide greater benefit to residents and businesses using the parking zones.*

*However the timing of such a review needs to take account of ongoing work. A city centre security review is currently underway and following an initial review by a security consultant we are looking into the implementation of measures to restrict access during the footstreet hours as required by the police and agreed at full Executive on the 8<sup>th</sup> February, 2018 for security reasons.*

*How this is mitigated against to maintain business as usual as practically as possible is open for consultation, beginning with all interested stakeholders in the next two months. This work is a priority for officers and it is expected that these arrangements will likely have an impact on vehicular disabled access into the city centre. In order to maintain business as usual as well as access, a review of how best to mitigate those impacts needs to be prioritised. Given the resource that would be required to take that review forward, it is requested that the Economy & Place Policy*

*Development Committee consider carrying out a review of city centre disabled access first.*

*Clearly, parking is a broad and very high profile subject and all aspects of parking ranging from permits, the physical space to park, enforcement, maintenance and so on, are intrinsically linked. Officers are in the process of increasing the resource for implementing parking schemes across housing estates as well as on street, the impact of this will need to be understood. We therefore agree that it would be timely to follow a review of city centre disabled access with an holistic review of residents' parking'.*

### **Analysis**

7. Carrying out an initial review of disabled parking and access in and around the city centre would assist officers in identifying the appropriate mitigation measures that will be required as a result of the work to improve city centre security. It will also support ongoing work on the Castle Gateway project.
8. This first review would need to be commenced immediately if it is to be concluded in time to feed into the proposals for changes to city centre access and the way disabled parking facilities operate in the future.
9. The holistic review of residents parking could commence thereafter, and would need to include a review of the permit types available, the size and appropriateness of zones, and the current process of implementing a scheme. The review should also include examination of alternative models in place elsewhere.

### **Council Plan**

10. Significant consultation and engagement will be required as part of both reviews suggested by officers in response to Cllr D'Agorne's scrutiny topic proposal. This will ensure residents and visitors views are known and taken account of when the Council considers the future of both disabled parking and residents' parking schemes across the city. This supports the Council's key priority to listen to residents, as listed in the Council Plan 2015-19.

## Implications

11. **Financial & HR** - the level of resource required would be better served to focus on the whole scheme, which given the level of research into alternative models etc and consultation required, would likely need 1 FTE including resource from the Network Management, Parking and Finance departments.
12. **Equalities** – An equalities impact assessment will be undertaken if there are any changes to disabled parking in the city centre required, as a result of the city centre security review.
13. There are no other known, Legal, Crime & Disorder, ICT, Property or other implications associated with the recommendation in this report.

## Risk Management

14. The changes proposed to the city centre in terms of vehicular access are significant and will impact on a section of the community, the opportunity to explore the issues at scrutiny should mitigate this.

## Recommendations

15. Members are asked to consider undertaking two policy development reviews, starting with a review of disabled parking and access in and around the city centre, followed by an holistic review of parking across the city

Reason: To identify an appropriate parking model that will rationalise arrangements for parking

## Contact Details

### Author:

Melanie Carr  
Scrutiny Officer  
Scrutiny Services  
Tel No.01904 552054

### Chief Officer Responsible for the report:

Andrew Docherty  
AD Legal & Governance

**Report Approved**



**Date**

9 May 2018

**Wards Affected:** *List wards or tick box to indicate all*

**All**

For further information please contact the author of the report

**Background Papers:** None

**Annexes:**

**Annex A** – Scrutiny Topic Registration Form

**Abbreviations**

Cllr – Councillor

CYC – City of York Council

ResPark - Residents' priority parking scheme

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## SCRUTINY TOPIC REGISTRATION / ASSESSMENT FORM FOR COUNCILLORS

### **What is the broad topic area?**

Review of Residents Parking Scheme

### **Ambitions for the review** *i.e. what is the review trying to achieve & why? What will be different as a result of the review?*

To identify efficiency savings, potential different processes to use e.g. new technology, and learn from other authorities e.g. North Yorks who charge less than a third of the price in York for similar scheme across the county.

Objective: To half the cost of standard permit through efficiencies

### **What remit would you propose for your topic** *i.e. what should be included & excluded?*

Include desktop exercise comparing the York scheme with others in UK. Include opportunity for residents in Respark areas and those on the waiting list to comment on how the scheme might be improved.

### **Please indicate how the review would be in the public or Council's interest?** *e.g. reviewing recycling options in the city would reduce the cost to the Council for landfill*

Boost confidence of public in the scheme and the council

Greater transparency of operation and enforcement costs.

Lower chares would be popular with residents and encourage more comprehensive coverage. This in turn would boost use of park + ride and reduce commuter traffic and congestion.

### **Supporting Information:** *Please provide any other information you feel might be useful background to the submission of this topic for consideration - supporting documentation may be attached.*

Report to Transport Decision session March 2018 re 'Respark Waiting List'

Scale of charges and CYC website information explaining operation of the current scheme.

Report from Head of Parking Services re costs and income from permits & PCNs (already requested).



**Officers Feedback on Topic Proposal**

1. Does it have a potential impact on one or more sections of the population?  
**Yes**  **No**
2. Is it a corporate priority / concern to the council's partners? Unsure **Yes**  **No**
3. Will the review add value and lead to effective outcomes? Unsure **Yes**  **No**
4. Is it timely, and do we have the resources? **Yes**  **No**
5. Will the review duplicate other work? **Yes**  **No**

*If the answer is 'Yes' to questions 1 – 4 and 'No' to question 5, then the Committee may decide to proceed with the review. To decide how best to carry out the review, the Committee may need advice on the following:*

**1) Who and how shall we consult** *i.e. who do we need to consult and why? Is there already any feedback from customers and/or other consultation groups that we need to take account of?*

All internal officers that are involved with the resident parking scheme in the first instance, namely Finance and Network Management. In the second then all affected Ward Councillors and residents who live within a residents parking zone.

As this review seemingly is to look at reducing the price of the residents parking permits, it is deemed highly unlikely that there will be any objection to the lowering of the permit price and may seem a redundant exercise to consult resident permit holders if they wish to see a reduction in the cost of their permit or not.

**2) Do we need any experts/specialists (internal/external)** *i.e. is the review dependent on specific teams, departments or external bodies? What impact will the review have on the work of any of these?*

Yes, Network Management and Finance. It should be noted that the charges for the resident parking zone, as with all permits, is a decision made by Executive Members. So it is suggested the Executive Member for Transport be involved with this also.

**3) What other help do we need** *i.e. what information do we need and who will provide it and what do we need to undertake this review e.g. specific resources, events, meetings etc?*

There is no resource to take forward a review of this nature.

**4) Does this review relate to any other ongoing projects or depend on them for anything?**

Later this year it is hoped there will be a review of all the parking permits in York, with a view to rationalising these down.

**5) How long should it take** *i.e. does the timings of completion of the review need to coincide with any other ongoing or planned work?*

This could likely take many months not to mention the cost of consultation, and the need to have a dedicated resource to this.

### Economy & Place Policy Development Committee - Workplan 2018-19

19 June 2018	<ol style="list-style-type: none"><li>1. Attendance of Exec Mbr for Economic Dev &amp; Comm Engagement - Priorities &amp; Challenges for 2018/19</li><li>2. Creative Strategy for York - with attendance of Head of Science City York (Heather Niven)</li><li>3. Presentation on Economic Strategy Progress (Simon Brereton)</li><li>4. Residents Parking Scrutiny Topic Feasibility Report (James Gilchrist/Graham Titchener)</li><li>5. Workplan 2018/19</li></ol>
17 July 2018	<ol style="list-style-type: none"><li>1. Attendance of Exec Mbr for Transport &amp; Planning &amp; Exec Mbr for Environment - Priorities &amp; Challenges for 2018/19</li><li>2. Update on Development of a Community Asset Strategy for York (Tracey Carter?)</li><li>3. Workplan 2018/19</li></ol>
18 Sept 2018	<ol style="list-style-type: none"><li>1. Workplan 2018/19</li></ol>
20 Nov 2018	<ol style="list-style-type: none"><li>1 Workplan 2018/19</li></ol>
22 Jan 2019	<ol style="list-style-type: none"><li>1. Workplan 2018/19</li></ol>

5 March 2019	1. Workplan 2018/19
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Future Areas of Policy Development

- Economic Strategy 2020–2025 - Building in Economic Metrics & Performance Assessment



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**Economy & Place Policy Development Committee**  
Report of the AD Communities & Equalities

19 June 2018

**Draft Service Specification for Make it York Contract 2018-21**

**Introduction**

1. This paper presents a new service specification for Make it York drafted in support of the renewing of the Council's contract with Make it York (MIY) for the period 2018-21.
2. In accordance with section 100B(4)(b) of the 1972 Local Government Act, the Chair has agreed for the Committee to consider this report under urgent provisions, in order that it may comment on the draft service specification for the contract, (often referred to informally as the 'service level agreement' or 'SLA'), prior to its consideration by the Executive Member for Culture, Leisure & Tourism at the decision session on 23 July 2018.

**Background**

3. In January 2018, this Committee received an overview report detailing the process for negotiating a new contract with Make it York. The report identified the Council's objectives for the new SLA, as follows:
  - To retain MIY's Teckal company status
  - For MIY to continue to provide tourism, city centre and markets, culture and events functions broadly as now
  - To have a recalibrated relationship between CYC and MIY in those activity areas that deliver actions and exert influence on York's Economy:
    - Ensuring that the Council plays the strategic leadership role that its place-making role demands in respect of both the economy and culture
    - Making sure that the respective responsibilities of CYC and MIY are well understood in the city and by those interested in investing in the city

- To ask MIY to recast itself first and foremost as builder of entrepreneurial partnerships and project animator
  - To reduce its financial contribution to MIY by a further £100k from April 2018 (following a reduction of £100k in 17/18)
  - To ask MIY to identify the potential for further subsidy reduction over the life of the contract
  - To clarify MIY's governance arrangements
4. This Committee agreed the new SLA would need to reflect the Council's lead role in a new economic and cultural model (in line with their findings from their previously completed scrutiny review on the Impact of the Arts and Culture Sectors on the Economy of York), including involving the Council in:
- Co-ordinating shared strategic ambition / vision, action and partnerships
  - Addressing areas of market failure
  - Creating a conducive business environment
5. The Committee also agreed that MIY would need complementary delivery capacity to act as a conduit to assist the Council in the above roles as well as to facilitate and deliver day to day activity on behalf of the city, as determined by the city's agreed policy context.
6. Subsequently this Committee held two informal meetings to consider the principles and priorities that would inform the drafting of a new SLA, and agreed to provide formal feedback on the newly drafted SLA in order to inform the Executive Member's consideration of the draft agreement.

### **Recommendation**

7. The Committee is invited to provide feedback on the draft service specification attached at Annex A.

Reason: To inform the Executive Member's consideration of the draft agreement

<b>Authors:</b>	<b>Chief Officers responsible:</b>
Charlie Croft Assistant Director (Communities and Equalities)	Jon Stonehouse Director of Children, Education and Communities  Neil Ferris Director of Economy and Place

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**Schedule 1**

**The Specification**

**Part 1) OBJECTIVES**

- 1 The following are objectives to be achieved by Make It York through the provision of the Services:
  - (a) Contribute to the stronger co-ordination and promotion of the city of York's profile and cultural offer taking every opportunity to articulate York's brand position, regionally, nationally and internationally
  - (b) Drive the delivery of the relevant York Economic Strategy headline targets as follows:
    - (i) Average wages for York residents and workers to be above national average by 2025
    - (ii) Businesses have the accommodation they want and need, supporting employment growth **realistic for MIY??**
    - (iii) Growth in high-value sectors through information, brokerage, and direct delivery
    - (iv) The city's comparative advantages in skills, employment and connectivity are maintained
  - (c) Work towards increasing the value of the visitor economy through promoting innovation and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors. Nurture new cultural ideas and initiatives
  - (d) Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in
  - (e) Align the Make It York detailed business plan with City of York Council priorities, agreeing all outcomes annually with the Client and Economic Development lead prior to submission to the Shareholder Committee at its March meeting
  - (f) Generate income from activities to support the delivery of the business plan and these objectives

- (g) Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out in this schedule

**Schedule 1**

**Part 2) SERVICE SPECIFIC REQUIREMENTS**

**1 General**

- 1.1 Deliver initiatives and programmes within the remit of economic development, tourism and culture that further the council's relevant strategic priorities. These initiatives and programmes should further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision
- 1.2 Develop a detailed annual business plan for Make It York, liaising with the Client and Economic Development lead to ensure that all activities are consistent with the Council's priorities
- 1.3 Provide regular and timely advice for Council senior managers as required on remits relevant to business growth, tourism and culture and summarising what has been submitted in a quarterly report
- 1.4 Represent York on operational working groups relevant to business growth, tourism and culture as agreed with the Client and Economic Development lead
- 1.5 Undertake research and business intelligence required in order to successfully fulfil the obligations set out in the Agreement
- 1.6 Facilitate and promote an agreed coherent image / brand for York nationally and internationally, including relevant promotional materials across the remits, aligning with and contributing to the Council's approach to city branding
- 1.7 Ensure coherent local communications and press releases that further articulate the narrative, in alignment with the Council's Marketing & Communications team, including, where appropriate, the acknowledgement of local elected members as civic leaders in communications and at events
- 1.8 Work cooperatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with business growth, tourism and culture
- 1.9 Work with both Leeds City Region and York, North Yorkshire & East Riding Local Enterprise Partnerships to ensure that delivery by both organisations includes York, participating in shared programmes and seeking to meet match funding requirements

- 1.10 Participate in and convene as appropriate city-wide partnerships relevant to initiatives in the areas of economic growth, tourism and culture
- 1.11 As part of the City's agreed strategic approach, and subject to budgets, respond to and coordinate inbound VIP international visits to York as requested by the Council and in conjunction with the Lord Mayoralty for remits relevant to economic development, tourism and culture
- 1.12 Proactively contribute ideas to the Council for ideas and initiatives for potential development sites in the city
- 1.13 Make business cases to the Council in writing for activities, initiatives or investment proposals that Make It York considers would support the Objectives and which would add to or enhance the Service Specific Requirements set out here

## 2 **Business Environment**

- 2.1 Recognising the need not to duplicate the work of others, develop a 'single front door' approach in York for businesses and start-ups, with high quality response, signposting and support which allows businesses to choose where to access support, which networks to join, and how to grow. Make it easy for all businesses to access this front door
- 2.2 Take steps to promote a positive business environment in York through supporting and developing appropriate networks and other initiatives
- 2.3 Provide support to trader groups to constitute themselves as associations using templates previously developed
- 2.4 Promote York as a business location
- 2.5 Respond to inward investment enquiries in York, including from intermediaries, with high quality response and support facilitating contact with the Council as appropriate
- 2.6 In liaison with the Council, provide a "red carpet" service to prospective investors in York ensuring that all aspects of York's "offer" are effectively communicated
- 2.7 Welcome and help new businesses to embed within York
- 2.8 Provide tailored support to business start-ups

2.9 Ensure that information is designed/made available/provided to businesses and start-ups in relation to:

- (a) export provision;
- (b) grants and finance;
- (c) property in York;
- (d) events; and
- (e) business support available,

including provision through the relevant Local Enterprise Partnerships.

2.10 Provide a property database of business accommodation in York

2.11 Participate fully in LEP business support programmes, managing match funding requirements, and working collaboratively with all delivery partners

2.12 Coordinate a city-wide network of business support practitioners, including those in private sector intermediaries and consultancies, maximising the impact that such support can have on businesses

2.13 Contribute to the Council's retail strategy as required including attracting appropriate new retail operators to the city

### 3 **Visitor Economy**

3.1 Drive the development, refresh and implementation of a tourism strategy, which is compatible with the direction of travel of the city's economic strategy

3.2 Maintain and develop Visit York as a membership body supporting and developing the tourism sector

3.3 Work with the visitor economy sector, the BID and other partners to ensure that a quality 'product' is offered to visitors and residents, and that it is accessible and welcoming to all.

3.4 Ensure there are clear and effective ways for visitors to find out about York, including face-to-face and through web / digital media, with high quality information and support

3.5 Encourage all residents to enjoy the tourism offer of York including promotion of residents' events

- 3.6 Facilitate cross-sector work to improve York centre as a destination for business, visitors and residents including
- (a) leading on approaches to maximise private-sector led investment into city centre improvement (e.g. a business improvement district or other),
  - (b) working with businesses to stimulate a stronger evening economy.
- 3.7 Attract new business tourism to the city by providing a clear and effective process for responding to enquiries with high quality response and support

#### 4 **Culture**

- 4.1 Drive the development, refresh and implementation of a cultural strategy, to be steered by the Cultural Leaders Group and approved by the Council, which is consistent with and delivers on the objectives of the city's economic strategy
- 4.2 Convene and provide professional advice to support a Cultural Leaders Group or equivalent to provide a forum(s) to support the sector and to articulate its voice
- 4.3 Support the sector through product development, facilitating the necessary partnership working to promote innovation and develop new initiatives

#### 5 **Sector Development**

- 5.1 Support the development and implementation of a new sector development strategy in conjunction with the Council and making best use of all available resources and focussing on agreed priority sectors which are:
- (a) High employment sectors - Retail, hospitality & tourism, education and health/social care - work with our largest sectors to increase productivity & improve pay and conditions
  - (b) High value sectors - rail, engineering, agritech, biotech, digital tech, creative, financial & professional - focus on growth, business space, food and drink, finance and skills to increase employment and grow GVA
  - (c) Future growth - support innovators, including the Universities, to develop the sectors of the future

5.2 Maintain, where appropriate, advisory boards or groups for key sector groupings and brands, including senior Council Officers in those boards and groups.

5.3 Undertake initiatives to support increased commercial competitiveness, productivity and innovation

## 6 **UNESCO Designation**

6.1 Support the Guild of Media Arts as focal point for UNESCO City of Media Arts designation by facilitating and undertaking activities that maximise the potential benefits of York's UNESCO designation

## 7 **Market Management**

7.1 Operate the Shambles Market

7.2 Create a vibrant hub and programme around the markets in York that is a visitor destination in its own right.

7.3 Develop the market business plan in order to maximise its financial performance and continue to develop the offer

7.4 Operate York's market charter on behalf of the Council (in line with the markets policy at Appendix 1).

7.5 Maintain and update as necessary the market regulations (in consultation with the traders). (The current Market regulations are set out at Appendix 2)

## 8 **Events Programming**

8.1 Drive the development and implementation of an events strategy in consultation with the culture and events sectors and the BID to ensure that York has a vibrant, all-year-round programme

8.2 Create a high-profile calendar of events ensuring that partners such as the BID are enabled to contribute to the full

8.3 Programme high quality city centre festivals, activities and events

8.4 Promote the events calendar through all appropriate means including through highly visible city-centre information

8.5 Engage businesses and visitors in mass participation sporting events commissioned by the Council

- 8.6 Provide a toolkit to allow events organisers to self serve including guidance on event management and highlighting where permissions would be required
- 8.7 Manage all enquiries from any individual or organisation requiring support / guidance with regard to putting on an event in York in the first instance
- 8.8 If a proposed event falls within the Footstreets:
  - (a) decide whether to permit the event
  - (b) take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event including referring the event to SAG
  - (c) provide any appropriate management or other support to the event organiser
- 8.9 If a proposed event falls within Council land, other than the footstreets, the arrangements will be followed as set out in Appendix 5
- 8.10 If the proposed event is on land that is neither footstreets nor specified in Appendix 5 determine whether the event falls within Make It York's remit and objectives, and
  - (a) if so, provide appropriate management or other support to the event organiser; and
  - (b) if not, sign post the event organiser to web-based and other information resources as appropriate
- 8.11 Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions associated with particular sites at all times

## 9 **City Centre**

- 9.1 Take a day-to-day overview of the user experience of the city-centre, acting as the “eyes and ears” of the footstreets areas and:
  - (a) Providing a first response to presenting issues where appropriate, e.g. problem buskers
  - (b) Reporting to CYC and other relevant agencies one-off issues requiring attention / rectification
  - (c) Gathering intelligence about issues affecting the operation of the footstreets and advising the Council on them



- (d) “Holding the ring” on addressing issues where appropriate, e.g. convening buskers to discuss updating of the busking guidelines

9.2 Make proposals to the Council for any new ideas for commercial exploitation of the Footstreets

## 10 **Intelligence Gathering**

10.1 Collect reliable and timely data regarding the state and performance of the agreed priority sectors, tourism and culture to inform the Council and to underpin initiatives

10.2 Collect relevant data including user feedback to evidence performance against objectives

10.3 Keep in regular contact with the agreed list of key businesses in the city through the KAM process.

## 11 **Brand Management**

11.1 Deliver the ambition of the York brand, as defined by the council, adapting messages to different audiences and ensuring the integrity of the brand remains intact regardless of partner, channel or content.

11.2 Take every opportunity to deliver the brand experience for visitors

11.3 Mobilise the brand in order to promote the city as a place to live, work, visit, study and invest

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## Schedule 1

### Part 3) OUTCOMES AND SERVICE LEVELS

The Outcomes and Service Levels are designed to promote, and be an objective means of measuring, an improvement in the quality of provision and the efficiency and effectiveness of the Services. The Council recognises that achievement of the Outcomes and Service Levels may not be directly or solely within the control of MIY; however, both parties recognise that the level of success in delivering the activities set out in this schedule shall be measured by reference to the Outcomes and Service Levels set out here.

Outcome	Service Level	Partners / Roles	Timescale	Reporting Mechanism
<b>BUSINESS ENVIRONMENT</b>				
Increase median pay for York residents to above the UK average by 2025	A decrease in the gap between national median pay and median pay for York residents	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by ASHE data Quarterly narrative report
	Jobs growth in the agreed priority high-value sectors at least 20% above national growth in employment in those sectors	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by BRES data Quarterly narrative report
Businesses can easily access support of all kinds and are able to choose what to access	Target to connect with 3,000 businesses each year, providing meaningful, direct support to at least 250	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to map business connections and work with all to maximise the spreading of information on events, support activities and advice.	Ongoing	Quarterly narrative report

Businesses have the accommodation they want and need to grow	Up-to-date property database maintained and made available to businesses KAM relationships to monitor accommodation needs	MIY, through the 3,000 business connections, to monitor accommodation needs and provide information where requested	Ongoing	Quarterly report – number of enquiries, number of businesses supported to take on new premises, exception report detailing businesses not able to find suitable premises
City-wide network of business support practitioners	Coordinate a network of public and private sector business advisors	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to convene meetings and build understanding of what each member can offer.	Ongoing	Quarterly narrative report
<b>VISITOR ECONOMY</b>				
York tourism strategy refreshed and updated in collaboration with the sector and key partners and signed off by the Council	Strategy signed off by partners and submitted to Council for approval	York visitor economy sector and related organisations. Wider business sector including BID. External stakeholders especially Visit England and Welcome to Yorkshire. MIY will develop the refresh in close liaison with the Head of Economic Growth to ensure fit with the Economic Development Strategy.	December 2018 for agreement by March 2019	Strategy submitted Quarterly narrative report
Develop a quality visitor product	Develop the plan for visitor information at the “gateway” sites	York BID, Council, tourism business. MIY will develop proposals and seek funding for implementation in liaison with	March 2019	Quarterly narrative report

		the Council		
<b>CULTURE</b>				
A cultural strategy developed with the sector, steered by the Cultural Leaders Group and agreed by the Council	A strategy to make a fresh loud statement of cultural and visual identity for York	To be guided by the Cultural Leaders Group and approved by the Council. MIY will provide leadership to the process as well as the “secretariat” to the Cultural Leaders Group to ensure that the process delivers against the agreed brief. In particular MIT will ensure that the strategy aims to achieve the buy-in of all sectors: cultural, business and third sector organisations, communities, citizens, key external stakeholder groups, scrutiny members	May - December 2018	Strategy document.
Cultural Strategy beginning to be implemented	An evidence base to demonstrate cultural impact and excellence to inspire funders, policy-makers and politicians to invest and engage in and with the city	Cultural Leaders Group, Council, key external stakeholders and funders, especially ACE.  MIY will: <ul style="list-style-type: none"> <li>• develop income streams</li> <li>• provide city-wide leadership, working through the Cultural Leaders Group to deliver the strategy</li> </ul>	January - March 2019	Strategy delivery plans

Cultural Leaders Group firmly established	Resource in place to support and develop the group to deliver the Cultural Strategy	Cultural Leaders Group, CYC Executive Member, ACE	April 2018 – July 2018	Quarterly narrative report
<b>SECTOR DEVELOPMENT</b>				
Sector development plan prepared for each priority sector	An agreed approach for each sector	MIY to map out sector by sector (using the agreed priority sector list) what already exists and develop a plan to be agreed by CYC	Dec 2018	Sector development plan
City centre retail offer continues to develop	Target key potential retailers and seek to attract to vacant city centre premises	MIY through retail task force (MIY, CYC, BID, Retail Forum) to identify target retailers and contact them with a compelling proposition to open a York store	Dec 2018	Quarterly narrative report
High value sectors supported to grow	Employment growth above national average for agreed sectors	MIY sector development mapping to identify relevant support for each high growth sector.	Sector development plan by end Dec 2018 Support ongoing	Sector development plan BRES data annually Quarterly narrative report
Creative sector strategy & action plan for the city	Strategy to be agreed across the city by September 2018 for implementation	MIY to complete the work on creative sector strategy, including action plan, in close liaison with sector representatives	Sep 2018	Compliance group to be set up to ensure strategy is delivered
<b>UNESCO DESIGNATION</b>				
Support the Guild of Media Arts	Guild of Media Arts acknowledges Make It York's contribution to their	MIY to hold workshop with the Guild to review progress to date and consider next steps	Summer 2018	Feedback from Guild of Media Arts Quarterly narrative report

	development			
External funding for UNESCO related activities is secured	Significant funding secured for Guild of Media Arts, UNESCO and Mediale, to achieve a sustainable business model	MIY to work with Guild and CYC and develop funding bids of sufficient scale to grow activities	Ongoing	At least 3 bids submitted Quarterly narrative report
<b>MARKETS MANAGEMENT</b>				
Market continues to develop commercially and as a cultural location	Development and investment plan agreed with the Council for the next phase of development	Market traders Council BID	July 18 - October 18 so that investment decisions can be considered	Quarterly narrative report
<b>EVENTS PROGRAMMING</b>				
York has a vibrant all-year-round programme of events	Event strategy developed, approved and implemented in consultation and working with stakeholders	MIY, in consultation with BID, CYC and existing event organisers	Summer 2018	Strategy submitted for implementation in 2019 Quarterly narrative report
A toolkit is available for events organisers	Toolkit in place for 2019	MIY, in consultation with BID, CYC and existing event organisers	Dec 2018	Quarterly narrative report
<b>INTELLIGENCE GATHERING</b>				
Council and Make It York are well informed and	Evidence base agreed with Economic Development lead	CYC Head of Economic Growth will convene a workshop to review evidence needs. MIY to identify	Jun 2018 for initial review Workshop in autumn/winter	Quarterly narrative report

able to make evidence-based decisions on the remit described in this document		evidence needs through its business planning process. Some initial work, but bulk as part of preparation of 2019-20 business plan	2018 as part of business planning process	
<b>BRAND MANAGEMENT</b>				
York brand delivered in partnership with the Council	Visitors and businesses recognise and advocate for the city brand, residents champion the city brand	CYC to develop city brand with active engagement from MIY	Ongoing, once city brand work has been developed	User feedback Quarterly narrative report
<b>GENERAL</b>				
Make It York activity contributes to City of York Council priorities	Business Plan developed in consultation with Client and Economic Development Lead, prior to agreement with Council	MIY to work actively with CYC from autumn 2018 onwards to develop business plan for 2019-20	Oct 2018 – Mar 2019	Initial draft submitted to Client before 1 <sup>st</sup> January 2019. Final plan agreed at March Shareholder Committee
Council kept informed of current issues and developments	A narrative and quantitative report to be submitted to the Client at the end of each quarter	MIY to prepare and submit quarterly reports and then meet with CYC officers	submitted by 15 <sup>th</sup> May, 15 <sup>th</sup> August, 15 <sup>th</sup> November, 15 <sup>th</sup> February	Four reports annually, Meeting with key Council Officers held each quarter to discuss this report
Council kept informed on issues for the agreed list of key businesses	At least 50 of the agreed key businesses engaged with each quarter	MIY to meet with key businesses and summarise key messages in narrative report	submitted by 15 <sup>th</sup> May, 15 <sup>th</sup> August, 15 <sup>th</sup> November, 15 <sup>th</sup> February	Quarterly narrative report to incorporate the current KAM report





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