



## Notice of a public meeting of

### **Economic Development and Transport Policy and Scrutiny Committee**

- To:** Councillors Cuthbertson (Chair), D'Agorne (Vice-Chair),  
N Barnes, Cullwick, Gates, D Myers, Rawlings and  
Warters
- Date:** Wednesday, 22 July 2015
- 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 - 4)

To approve and sign the minutes of the last meeting of the Economic Development and Transport Policy and Scrutiny Committee held on 17 June 2015.

#### **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 **Tuesday 21 July 2015 at 5.00 pm.**

To register please contact the Democracy Officer for the meeting, on the details at the foot of this agenda.

## **Filming, Recording or Webcasting Meetings**

*Please note this meeting will be filmed and webcast and that includes 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:*

*[https://www.york.gov.uk/downloads/file/6453/protocol\\_for\\_webcasting\\_filming\\_and\\_recording\\_council\\_meetingspdf](https://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_council_meetingspdf)*

- 4. Attendance of Executive Member for Transport & Planning**  
The Executive Member for Transport and Planning will be in attendance to talk and answer questions about the priorities and challenges in his portfolio as they relate to the remit of this committee i.e. Transport and Highways Strategies, Civil Engineering and Highways, and Parking Services.
- 5. Attendance of Executive Member for Housing and Safer Neighbourhoods** (Pages 5 - 12)  
The Executive Member for Housing and Safer Neighbourhoods will be in attendance to detail his priorities and challenges for 2015/16.
- 6. Executive Paper on Business Improvement District for York City Centre** (Pages 13 - 56)  
This report to the Executive seeks agreement from them for a ballot to take place in November 2015 to allow local businesses to decide whether they would like to form a Business Improvement District for York City Centre.

**7. York Economic Strategy and related Policy & Scrutiny Committee Work** (Pages 57 - 66)

This report provides background on the development to date of a new Economic Strategy for York; and makes proposals for how Economic Development and Transport Policy & Scrutiny Committee may wish to contribute in their cross-party policy development role.

**8. Work Plan 2015-16** (Pages 67 - 68)

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

**9. Urgent Business**

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

**Democracy Officer:**

Name- Judith Betts

Telephone No. – 01904 551078

E-mail- judith.betts@york.gov.uk

For more information about any of the following please contact the Democracy 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 własnym języku. (Polish)

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	Economic Development and Transport Policy and Scrutiny Committee
Date	17 June 2015
Present	Councillors Cuthbertson (Chair), N Barnes, D Myers, Rawlings, Gates, D'Agorne (Vice-Chair) and Fenton (Substitute for Councillor Cullwick)
Apologies	Councillor Cullwick

---

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

At this point in the meeting, Members were asking to declare any personal, prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda.

Councillor Cuthbertson declared a personal interest in Agenda Item 5 (Make it York) as he was a member of the Make it York Shareholder Committee.

No other interests were declared.

### 2. **Minutes**

Resolved: That the minutes of the last meetings of the Economic and City Development Overview and Scrutiny Committee held on 11 March and 27 March 2015 be signed and approved as a correct record.

In relation to Minute Item 63 (Make it York Commissioning Agreement) on 27 March 2015 Councillor Fenton asked if the recommendations had been forwarded on and if a response had been received from the Cabinet Leader. The Scrutiny Officer confirmed that they had been sent immediately following the meeting and that no response had been received.

### 3. **Public Participation**

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

#### **4. Arrangements for Overview & Scrutiny in York**

Members received a report which highlighted the Council's arrangements for the provision of the scrutiny function, the resources that supported it, and the current terms of reference of all the scrutiny and policy committees.

The Scrutiny Officer gave some background to the Committee about the proposed upcoming changes to the terms of references to the scrutiny committees. He explained that there were some of the areas previously covered by the committee, such as carbon reduction, which might not fit with the new title of the committee. The Chair explained that the main focus of the Committee would be on Economic Development.

Resolved: That the report and specific remits of the individual Policy & Scrutiny Committees be noted.

Reason: To inform Members of scrutiny arrangements.

#### **5. Make it York**

Members considered a report which provided them with information on their role in scrutinising Make it York.

Further information on the governance arrangements of the company was given to the Committee by the Assistant Director for Strategic Planning and Transport.

It was confirmed that Make it York was a Teckal company, and was wholly owned by the Council, through its Board of Directors. It provided no less than 80% of its work to public sector clients and 20% to private sector clients.

Steve Brown, the Managing Director from Make it York attended the meeting to introduce the company to Members and answer any questions that they might have had.

He informed the Committee how the company had been legally formed on 2 April and had brought together six parts; Visit York, Science City York, City Centre Management, Festivals, Inward Investment, Business Support. Make it York received revenue from the Council which represented approximately 25% of its turnover.

Other funding came from Visit York, sponsorship and running markets. However the revenue from the Council's funding would only be guaranteed for three years.

It was also noted that Make it York's meetings were quarterly, with four public and private meetings and an AGM.

Regarding the Farmers' Market, Make it York were aware of feelings over the location of the market and the competition between other traders. Therefore, a proactive marketing strategy would be carried out to attract traders in from outside York.

In response to a question from a Member about Make it York being a strong brand, it was hoped that Visit York and Science City York would continue to gain brand recognition and for Make it York to become an umbrella brand. It was confirmed that the Visit York name would continue on its own as it had a tradition of operating further outside of the city centre.

The Chair thanked Steve Brown for attending the meeting and answering Members' questions.

Resolved: That the report and information presented be noted.

Reason: To inform the Committee of the respective roles of the Executive, the Shareholder Committee and EDTPSC in relation to Make it York.

## **6. Work Plan 2015-16**

Members considered the Committee's Work Plan for the municipal year.

Discussion took place on the scheduled Executive Member Attendances. The Scrutiny Officer explained that given that the remit of the Committee had now altered, this meant that Members could invite four Executive Members to ask them about their priorities.

It was suggested that the Executive Member for Environment might be better suited to attend September's meeting when an item on Air Quality was on the agenda. One Member suggested that it be useful for the Committee, if Executive Members were given a standard template as to what was expected in their presentation.

One Member asked whether the minutes of the Make it York Shareholder Committee could be shared and if they were reported to Full Council. It was suggested that as the minutes could contain commercially sensitive information that a verbal update might be the best way of reporting this to the Committee.

Officers presented an outline paper on a potential scrutiny topic on York's Economic Strategy. They explained how the Economic Strategy was not set by the Council, but was set in conjunction with the business community and was a five year plan. They added that they would present a more detailed paper at the next meeting.

Following a question on the iTravel initiative from a Member, it was agreed that a situation report in iTravel be prepared for the September meeting. A short presentation could be given by Officers on iTravel, once a bid to the Local Sustainable Transport Fund had been submitted.

Resolved: That the work plan be noted and the following amendments be made;

- That the attendance of the Executive Member for Environment be moved to the September meeting.
- That a verbal update be given on the Shareholder Committee meetings.
- That a further paper on the York Economic Strategy be considered at the July meeting.
- A presentation on iTravel and sustainable transport be given at the September meeting.

Reason: To ensure that the Committee has a planned programme of work in place.

Councillor I Cuthbertson, Chair

[The meeting started at 5.30 pm and finished at 6.35 pm].



## Report of the Executive Member for Housing and Safer Neighbourhoods

### Overview of Strategic Housing Services

#### Housing Standards & Adaptations Team

##### Adaptations to homes

- The team delivers 400/500 adaptations each year to enable council tenants to remain in their homes. These range from minor works such as grab rails to major adaptations such as stair lifts and level access showers.
- The team also organises adaptations to home owners, private rented homes and housing association properties through the Disabled Facilities Grant process. Around 1,800 minor adaptations and 200 major adaptations are carried out each year.

##### Private sector loans/assistance

- Working with Homes and Loans service hosted by Sheffield City Council to provide recoverable loans to help vulnerable homeowners maintain their home.

##### Licensing of Homes in Multiple Occupation

- Enforce standards in private rented sector; licensing and inspecting houses in multiple occupation.
- Operate the YorProperty accreditation scheme for private rented accommodation. Run training programme for landlords and letting agents

##### Addressing fuel poverty

- Help to deliver regional initiatives to reduce fuel poverty:
  - Collective Switch – helping residents save money by switching energy providers;
  - Better Homes – a new initiative to provide low cost energy efficiency measures including insulation, heating and boilers, in private sector housing.

## **Reactive Complaints**

- Provide a regulatory service to enforce standards in private sector housing including illegal eviction cases, hazards in the home and harassment. Range of powers from advice to prosecution used.

## **Empty Homes**

- Work to maintain low numbers of long term empty homes using advice and enforcement powers.

## **Public Health/Caravan licensing**

- Licensing of caravan sites, enforcement of public health standards where caravans are “filthy and verminous”.

## **Gas Warrants**

- Ensuring access to council owned homes for annual gas safety checks where tenants have not responded to requests for appointments to carry out this work.

## **Housing Development & Investment Team**

### **Strategic housing functions**

- Represent the council’s strategic housing interests with housing associations, the Homes and Communities Agency, Leeds City Region and Local Enterprise Partnerships.
- Assist in development of Local Plan policies in relation to affordable housing delivery and alternative housing delivery models such as custom and self-build.
- Assist in identifying departmental and corporate assets that can be remodelled or redeveloped for housing of all tenures to meet the objectives of the Housing Strategy and council’s corporate priorities.
- Support commissioning of housing market assessments to inform housing demand and types of homes needed.
- Consider scope for new investment opportunities for housing delivery including low cost home ownership, intermediate market rented and new models of funding and delivery.

- Coordinate writing of Housing Revenue Account Business Plan & Housing Strategy.
- Advising on the implications and policy responses of new government initiatives that relate to the delivery of affordable housing.
- Interpreting and disseminating national legislative and policy changes that relate to the Council's strategic housing activities.

### **Affordable Housing**

- The team is responsible for negotiating the provision of affordable housing on private housing developments in accordance with the council's planning policies and development viability.
- Responsible for the delivery of the council house building programme (phase one 71 homes across 5 sites) including bids for funding, procurement of contractors, project management of the programme.
- Delivery of new temporary homeless accommodation at Ordnance Lane comprising a mix of 39 one, two and three bedroom units.
- Identification of sites and development appraisals for new affordable housing.
- Ensuring opportunities to deliver affordable housing are maximised through all routes – grant funded, planning gain, living over the shop, with housing associations or as new council housing. Submitting bids for funding.

### **Housing Options, Housing Registrations & Homelessness**

The City of York Council provides advice and information to anyone with a housing query but is restricted on providing accommodation and support to customers who are in housing need, threatened with homelessness or actually homeless taking account of legislation and case law – including Immigration Law, complex eligibility criteria, Housing Act 1996, Homeless Act 2002, plus cross departmental work in respect of Children Act 1989 and National Assistance Act 1948.

Future targets are set out Homelessness Strategy 2013-18 'A City Partnership to prevent homelessness' which is currently being reviewed as a mid point exercise.

## Housing Options and Housing Registrations

- The main priority of housing advice is to prevent homelessness either by enabling people to remain in their own home or to move in a planned way to alternative accommodation (private rented, supported housing, social housing or owner occupation). Where homelessness is imminent the council has a duty to provide emergency accommodation in certain circumstances.
- Advice is generally provided though CYC HOUSING OPTIONS team including the Youth Homeless Workers and Older Persons Specialist (externally funded until March 2016) but other external agencies / staff will also provide specialist advice (in particular Salvation Army). Staff are trained to deliver advice to a high level through an 'accredited scheme'
- Additional prevention work is carried out by Citizens Advice Bureau (CAB) Housing and Debt Project funded through Homeless Prevention Grant
- The Housing Registrations team deal with housing applications and manage the North Yorkshire Home Choice waiting list for the City. At end of the financial year there were around 1500 applications registered on the waiting list.
- The policy was amended in September 2013 which has reduced the numbers of people with no housing need on the register and restricted access for some owner occupiers or those with savings / income over £60,000

Register as at 31/3/15	Emergency	Gold	Silver	Bronze	Total by LA
YORK	4	223	835	484	1546

## Rough sleepers

- For those people who are rough sleepers or at risk of rough sleeping, there is a comprehensive range of services to help someone into accommodation. More recently a Making Every Adult Matter (MEAM) specialist was employed by ArcLight Charity on a 1 year pilot to work with entrenched rough sleepers, those with complex needs.

- Rough sleeping in York has generally been low but in the last 12 months there has been a significant increase with 19 people at the last count. Many beggars in York are not actually homeless and CYC work with the Police and Salvation Army to tackle this issue.
- York operates 2 schemes to provide emergency accommodation - the 'severe weather provision' and 'No Second Night Out (NSNO)' which offers a 'rough sleeper reporting line' and access to emergency beds.

### **Supported accommodation / planned housing**

- Single Access Point – majority of referrals for supported housing and floating support across city are now processed via Single Access Point (SAP) giving consistency to service and overview of waiting list ensuring minimum waiting times and best use of bed spaces. SAP processed 857 referrals in 2013/14, forwarded to 23 providers
- Supported accommodation schemes include Arc Light, Peasholme Centre, York Association for the Care and Resettlement of Offenders (YACRO), Southlands Road, Scarcroft Project, Safe and Sound Homes (SASH), Foundation Shared Housing, Melbourne Project, Feversham Crescent.
- Resettlement category – under North Yorkshire Home Choice (NYHC) common allocations policy when a rough sleeper has engaged in support and can demonstrate they are ready for independent living they will be priorities for housing – to prevent bed blocking and free up bed spaces for those who need it. This process typically takes 1 - 2 years

### **Young People**

- In general, other than in cases of abuse or violence it is better that young people live in family home or with family friends / relatives. All young people who are at risk of homelessness are assessed and where appropriate undergo a Child in Need assessment with social services support in accordance with Children's Act 1989 and recent case law. Adults Children and Education (ACE) and Communities and Neighbourhood Services (CANS) have a joint protocol setting out this arrangement.
- Classified as aged between 16-21 years. The authority has created a planned pathway similar to that used for Adults. Howe Hill for Young People is a tier one scheme where young people are initially placed.

It is staffed 24/7 and clearly the aim is to stabilise the young people preparing them to move on to tier two scheme such as Southlands Road, Scarcroft project and Safe and Sound Homes (SASH). The young people undertake a comprehensive training programme preparing them with life skills and also educationally and employment opportunities.

### **Statutory Homelessness (predominantly Family homelessness).**

- In general, households who meet criteria under Housing Act 1996 are placed in Ordnance Lane, Crombie House, Howe Hill (family block) or Holgate Road hostels. CYC manage a total of 70 hostel places plus other dispersed properties. Hostel units vary – some are shared accommodation and others are self contained flats. Staff are based in Ordnance Lane hostels and work 8.30am – 8pm daily with security guard cover at night
- Use of Bed and Breakfast accommodation remains low – in part due to use of Housing Benefit ‘Spend to Save’ budget to prevent homelessness.
- The revised approach to addressing statutory homelessness through early intervention and looking at an individuals ‘housing options’ rather than just addressing through the homeless provision has resulted in a significant reduction in the number of homeless presentations and acceptances.

	<b>2003/04</b>	<b>20014/15</b>
Presentations	1430	<b>188</b>
Total Accepted Homeless	409	<b>103</b>

### **YorHome**

- YorHome is a social letting agency that manages 50-60 homes on behalf of private landlords for an 8% fee (lower than market rates). It offers landlords peace of mind by taking over for all aspects of property management, including rent collection, arranging repairs, etc.
- The agency helps homeless families and individuals to access the private rented sector, without charging the fees usually levied by high street letting agents.

- YorHome works closely with housing benefit team, housing options team and support workers to ensure that tenants receive the right support to help them to sustain their tenancy.
- The service is looking to expand into managing different tenancy types in order to be able to support more customers to access private rented sector.

### **Key challenges**

- The review and procurement of housing related support. This will mean a fundamental rethink of the resettlement services that exist at present. There is a need to save £700K on a £2.5M budget.
- Protecting the preventative approach to tackling homelessness at a time of budget reductions.
- Meeting the need for suitable medium term accommodation for complex mental health cases.
- Replacement of Ordnance Lane temporary homeless accommodation by autumn 2016 with new 39 unit scheme.

### **Gypsies, Travellers & Show People**

- There are three travellers' sites with a combined total of 61 pitches managed by the council.
- The evidence base for the development of the Local Plan has identified a need for an additional 72 pitches up to 2030.
- A review is considering the management of the traveller sites including the potential to outsource this.
- The housing needs for show people are being address through the Local Plan.

**Abbreviations**

ACE – Adults, Children & Education

CAB – Citizens' Advice Bureau

CANS – Communities and Neighbourhood Services

CYC – City of York Council

MEAM – Making Every Adult Matter

NSNO – No Second Night Out

SAP – Single Access Point

SASH – Safe and Sound Homes

YACRO – York Association for the Care & Resettlement of Offenders

NYHC – North Yorkshire Home Choice





---

**Executive**

**30<sup>th</sup> July 2015**

Report of the Director of Communities and Neighbourhoods

Portfolio of the Executive Member Economic Development and  
Community Engagement

## **BUSINESS IMPROVEMENT DISTRICT FOR YORK CITY CENTRE**

### **Summary**

1. A Business Improvement District (BID) is a City-wide partnership initiative led primarily by local businesses, with the Council as the accountable body. What follows outlines requirements for essential ballot arrangements.
2. This paper seeks agreement from the Executive for a ballot to take place in November 2015 to allow local businesses to decide whether they would like to form a Business Improvement District for York City Centre.
3. This is the preferred date for the City Team York Executive (CTYE), the lead organisation for this initiative in York. If a ballot cannot be undertaken in November, it will need to be delayed until at least February 2016 so that the Christmas period, a busy time for most City Centre traders, is avoided for this poll. City Team York is keen to avoid any further delay of the Business Improvement District ballot.
4. The Business Improvement District will raise over £800,000 to be invested in the City Centre. Decisions on allocation of this investment will be taken by the business-led BID Board and will focus on areas such as improving the cleanliness of the City Centre, tackling anti-social behaviour and providing business and procurement support for City Centre businesses.

5. As it currently stands, the ongoing financial implications of the Business Improvement District are that the City of York Council annual contribution to the Business Improvement District will be £30,000 a year, beginning in the 2016/17 financial year. This cost will rise or fall in line with the overall rateable value of our property portfolio within the BID area. This will need to be addressed in the next full budget.
6. There are implications surrounding the ongoing cost of collection of the BID, but it is expected that the Business Improvement District will reimburse the administrative cost of collection. Further details are contained at the 'Financial' section of this report.

### **Recommendations**

7. This report recommends the Executive take a number of decisions to ensure that a ballot for a Business Improvement District can take place in November 2015.

Executive is requested to:

- Support the City Centre BID and approve the draft Business Plan put forward by the City Team York Executive
- Confirm that the Executive is satisfied that the York BID proposals are not in conflict with any existing Council Policy, and that the proposed BID boundary has not been manipulated inappropriately
- Approve the Baseline Service Agreement which provides a legal commitment to maintain provision of relevant services in the BID area
- Approve the arrangements for the Council to operate the ballot and act as the collection agent for the levy
- Note the stages and timescales required to implement the decision as outlined in these recommendations.

### **Reason:**

To support the continuing development of a Business Improvement District in York, and subsequent progression to ballot stage.

- Members are asked to agree to the release of £14k from contingency to fund the additional work outlined in the report.

**Reason:**

To provide a budget for necessary expenditure.

**Background**

8. A BID is a business-led partnership that enables coordinated investment in the management and marketing of a commercial area, and is a defined geographical area.
9. Governed by legislation to ensure fairness and transparency, a BID is created for a five year period following a successful ballot of local businesses.
10. During the term of the BID, all businesses defined within the BID Business Plan geography will be required to pay the mandatory levy, irrespective of whether they cast a vote in the ballot or not.
11. For a BID to be approved the vote needs to deliver a majority in favour, both in terms of the number of businesses, and the rateable value of the business premises.
12. BIDs have been successfully implemented in over 200 towns and cities in the UK, and also in the United States, Canada and Germany. Of the BID Ballots held in the UK, 85% have so far voted in favour of a BID.
13. Each BID proposal is different depending upon local needs and priorities, but usually undertakes a range of activities to enhance the role of their area as a business location, and as a retail and visitor destination.
14. For a BID to be successful it must be driven by businesses and other occupiers, such as universities, hospitals, cultural organisations, in partnership with the public sector.
15. The BID is steered by a private sector board. Typically, a BID company is formed by the private sector, working in partnership and sharing resources with the Local Authority.
16. For York, this work is being led by the City Team York Executive. CTYE is the executive committee of City Team York, a private-public

partnership with a remit for developing a collaborative approach to achieving economic prosperity in the City Centre.

17. CTYE is proposing to set up a Business Improvement District with the aim of creating services and initiatives that will improve the economic vitality and environment in York City Centre, and raise the quality of experience for visitors, businesses and customers.

### **Input required from the Council**

18. The Business Improvement District is being designed and led by City Centre businesses. While overall project management is being taken forward by the BID Project Manager and Make it York, there are a number of actions required from the Council to help support the development of the Business Improvement District.
19. The main purpose of this paper is to give authority for the Business Improvement District to go to a ballot in November 2015, and to approve the draft Business Plan for the BID. This report will give the authority for all necessary decisions for the forthcoming Operating Agreement between the Council and the BID including:
  - a. baseline services that the Council will continue to provide. These should be linked to what the BID is trying to achieve, so at present is limited to street cleansing, evening economy, business growth and anti social behaviour
  - b. the framework on how the Council will collect and administer the BID levy.

### **Benefits of the BID for York**

20. There are many potential benefits of the BID to York's City Centre. This BID would:
  - create a single source of funding of over £800,000 to be spent in the area
  - provide a Business Plan that outlines a focus on expenditure to address anti social behaviour, improving the area and providing business support to city centre businesses
  - improve the resilience of the City Centre to changes in the retail market and;

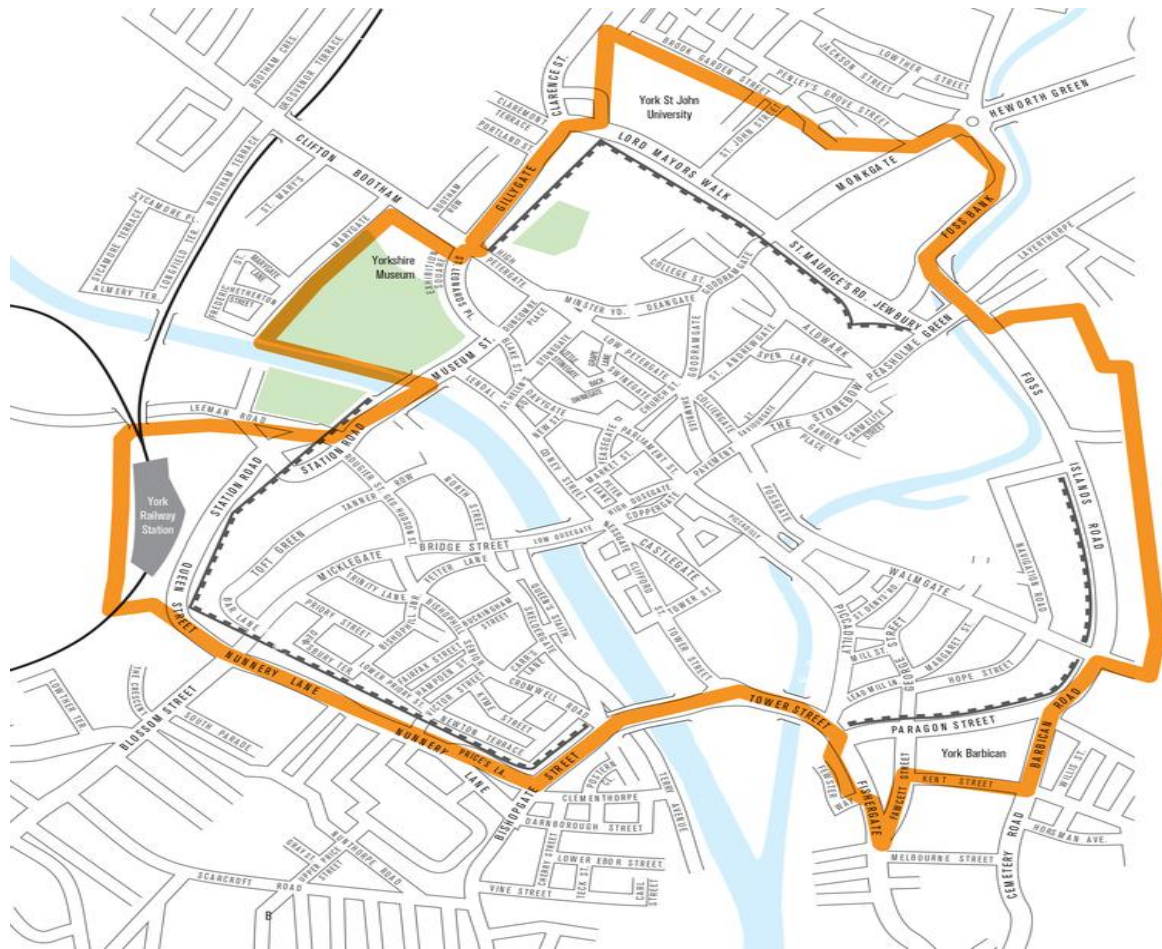
- provide a City Centre that increases resident wellbeing and presents an improved business offer.

### **Progress to date**

21. The business-led City Team York Executive has proposed the boundary for the York City Centre BID. This will include all businesses, shown on the map below in Figure 1, that:

- are generally within the City walls (but also include the large retailers on Foss Islands Road)
- have a rateable value of over £12,500.

Figure 1. Proposed Boundary of York BID



22. This encompasses just under 1,150 businesses in the Guildhall, Micklegate and Fishergate Wards. Consent is required from a majority of all them, both in terms of rateable value and numbers of voters.
23. A Feasibility Study has been carried out by the York BID team and appears in this document as Annex 1.
24. The Council has already provided £35,000 to fund a BID Manager, including £25,000 from a recent EIF grant. So far the BID team have been working with some City Centre businesses to develop a prospectus. Following a consultation on this prospectus, the City Team found that the main issues for City Centre businesses were:
  - Anti social behaviour and addressing issues with the early evening economy
  - The need to represent City businesses on policy decisions (and on Parking in particular)

- The public realm, including a gold standard cleaning service

### **Draft Business Plan**

25. In light of this feedback, the City Team have now produced a draft Business Plan for consultation, in which it is proposed that the BID funds will be used to develop an enhanced City Centre offer, including:
  - additional festivals and city centre events
  - developing the early evening economy
  - improved 'gold standard' street cleansing, and
  - measures to reduce the level of anti-social behaviour in the City Centre.
26. This draft Business Plan also includes arrangements on the Governance of the BID. It is proposed that a Member be nominated by the Executive to represent the City of York Council on the Business Improvement District Board.
27. The draft Business Plan is included in Annex 2, and Executive are asked to consider its approval.

### **Exemption of Small Businesses**

28. York originally set the lowest BID threshold amount of £7,500, with small businesses with a rateable value of less than that sum within the BID geography exempt from paying a levy. To put this into context, the Leeds BID threshold is £60,000.
29. There was some concern expressed by some of the smaller businesses at the lower end of the threshold about the proposals for the Business Improvement District, so subsequent discussions have seen that amount raised to a threshold of £12,500. This means a possible 1,142 businesses with a potential annual income of £863k less running costs.
30. Businesses below the threshold will still benefit from investment in the BID. For example, the BID team are looking at potential advantages for small businesses, such as the bulk buying of waste services.

31. We are also encouraging the City Team Executive to consider:
- Creating a non-voting role on the BID board to represent businesses with a rateable value below £12,500
  - Creating BID champions for individual high streets within the BID area (e.g. Goodramgate, Micklegate and Fossgate)

### **Timescales to create the BID**

32. Work to create a BID is governed by legislation. The table below summarises the next steps from a Council perspective.

<b>Date</b>	<b>CYC</b>
August	Issue notice for ballot (required 42 - 90 days ahead of actual ballot)
November 2015	Ballot
December	Results from BID ballot are published
December 2015 – February 2016	If a 'yes' vote: Ensure processes are in place for administration and collection of the Business Improvement District
February 2016	If a 'yes' vote: Issue BID levy bills to in scope rate payers
April 2016	If a 'yes' vote: Target date for BID to go live

### **Baseline Agreements**

33. The proposed programme of services to be included in the BID should be clearly in addition to those provided by the local authority, complementing work already ongoing, and not used to replace existing public sector services.
34. The Baseline Agreement, developed with heads of service, includes the minimum service provided, as well as details of employees and equipment required. These services are a combination of statutory and discretionary.
35. The document is legally binding for four years, and during that time the Council will be required to continue to provide these services.



36. This can be used to reassure the minimum service delivery to be maintained by the authority and to show which services can be provided in addition as a benefit of BID funds.
37. Many Council activities that typically fall within the Baseline Agreement, such as City Centre Management, Culture and Economic Development are now within the remit of Make it York. As an authority, we are looking at the commitment we make in a number of areas, including:
  - Street Cleaning
  - Streetlighting
  - Highways Maintenance
  - Parking Services
  - Make it York
38. Whilst this is a smaller baseline in terms of areas covered, it also refers to the Make it York Service Level Agreement (SLA) which includes a much wider number of services for the City Centre, including City Centre management, the markets, business support and cultural festivals.
39. The City Centre would also like us to consider including a baseline for CCTV services. As agreed in June executive, CCTV procurement is under review. Once this process is complete, we recommend that we provide a baseline agreement for CCTV based on the outcome of this review.

## **Parking**

40. City Team York are interested in exploring a change to the Council's approach to parking.
41. Appropriate management and control of on- and off-street parking in the central area of the City is critical to maintaining movement of traffic around the City and the continued vibrancy of the City Centre.
42. The availability of parking, and the charging regime, needs to balance three key objectives:
  - environmental impact – particularly air quality,
  - economic impact on city centre activity (both charging levels and congestion) and

- income levels to the Council.

43. The way that the Council operates its parking stock is currently being reviewed to ensure that it continues to provide the service required. Options such as the roll out of 'pay on exit' to further car parks will be considered as part of this review. A report will be presented to the Council later in the year identifying options for the future management of the service.

### **Running a Ballot**

44. The Ballot is the single most important stage in getting the BID up and running. Without 50% agreement from local businesses, the BID will not be formed, and any further work will cease. This report assumes that the requisite number of local business votes supporting the BID have been won.
45. The Chief Executive has written to City Team York confirming that we will both run and fund the ballot. The ballot will be postal and run over a period of one month.

### **Work required by CYC for the Ballot**

46. The BID team are aiming for a November ballot to allow the collection of the BID levy to begin in the 2016/17 financial year.
47. To ensure that a ballot can take place in November, the BID team need to enter into a number of fundamental stages to ensure a robust process is established before committing ourselves to a ballot. The outline process for reaching ballot stage is detailed below, and will be down to the combined efforts of the BID team, Make it York and the Council.
48. We will need to write to all BID-eligible hereditaments<sup>1</sup> notifying them of a forthcoming ballot. This is usually 42 – 90 days before ballot day. The ballot is done by post and will run for about a month.
49. A 28 day period exists following the ballot, during which time the result can be challenged. The ballot must be supported by 50% of levy payers.

---

<sup>1</sup> A 'hereditament' is a property taxation term used when a property fulfils the requirements to render it subject to a rating.

If a challenge is successful, an investigation will take place which may require the result of the ballot to be overturned.

50. We have received a quote from the Electoral Reform Society (ERS) to run a ballot. The ERS have run ballots elsewhere and would have the advantage of being an independent body. We believe the quoted cost of £4,000 for the ballot is lower than the cost of running it internally. Therefore, it is recommended that we pay for the ERS to run the ballot.

### **Levy collection**

51. In the BID legislation, the local council is required to be the accountable body to collect the BID fund. In most BIDs, the local council is reimbursed for the BID collection costs. We need to provide an estimate of the administrative cost for inclusion in the Business Plan.

#### **a) Billing**

52. Discussions are ongoing with the Customer and Exchequer Team on the process for the collection of the BID levy. At present, City Team York prefers that the BID levy statements are delivered to businesses at the same time as the annual business rates statement.
53. The intention is that the Council are the billing authority, so would collect and transfer funds to the BID company and carry out the administration function. Practicalities as well as cost implications are being explored.
54. It is important that we create a mechanism for collecting the BID that is effective whilst being the lowest cost solution to ensure that the BID has the highest level of funding after administration costs as possible. At present, we are still developing our billing process for the first year of the BID, but we are working on the basis that it will cost a maximum of £30,000 in the first year.
55. We expect that costs in the first year are likely to be much higher than those in subsequent years. We will create an open and auditable process on the cost of this billing and aim to only charge the Business Improvement District for the administrative costs incurred.
56. This paper proposes that any initial set up costs are funded from contingency.

**b) Timing**

57. There is an issue with the timing of the collection of the levy in the first year.
58. If the bill is to be issued at the same time as business rates, we will need the software and processes in place by February 2016, and it takes 2-3 months to embed new systems. At present, there is a significant possibility that processes might not be in place by this point. However, subject to a yes vote on the BID, we aim to ensure billing takes place at the beginning of the next financial year.

**Consultation**

59. The impetus to develop a BID has been initiated by City Centre businesses and local partners.
60. The Baseline Agreement has been written with the input of relevant managers.
61. The BID Manager is responsible for building robust working relationships with all potential BID members and is required to engage businesses in every aspect of the process.

**Options**

62. The options for Executive to consider are around financial implications and how the Council manages any costs incurred whilst assisting the establishment of the BID. The options are:
  - a) Proceed as set out above and absorb any costs
  - b) Proceed as set out above but charge a one off fee for any work carried out
  - c) Negotiate that any fees or costs incurred by the Council are removed as part of our contribution to setting up the BID.

**Council Plan**

63. The 12 point plan proposed by the joint administration states that Frontline Customer Services, Value for Money and Economic Development are their key priorities. The BID proposal would support

these factors by raising the profile of the City and boosting local business.

## Implications

### Financial

64. There are a number of areas where there are financial implications for the creation of the Business Improvement District. Our current understanding of these is outlined in the table below.
65. It is worth being aware that many local authorities charge an administration fee to cover the cost of collecting and administering the Business Improvement District. Given the financial constraints we face, it is advisable that we also raise a charge against this.

	<b>Estimated cost</b>	<b>One off/ ongoing</b>	<b>Notes</b>
Ballot	£4k	One off for 15/16	Estimate based on quote from the Electoral Reform Society.
Administrative support to collect the BID funds	£10k £30k	Set up Ongoing	Based on full cost (including on costs) of a grade 6/7. Most other authorities charge an administration fee for the Business Improvement District and it is expected that we will charge the BID a maximum of £30k.
BID dues on all CYC city centre buildings	£29,872	Ongoing	Based on 1% of rateable value of CYC estate within the BID area.

66. There is no budget for the one off set up costs for the Business Improvement District. It is recommended that Members agree to the costs outlined above of (£14k) to be funded from the Council's Contingency.

The contingency following the Council budget amendment earlier in July stands at £285k. Should Members agree to the release of (£14k) this will reduce the available level of contingency to £271k.

### **Human Resources (HR)**

67. We anticipate that there might be a need for additional staffing to support the BID Levy collection, so we could consider creating a new Grade 6 role (£30k plus on costs and budget for post) to:
- a. Create and manage a separate database for the BID rates
  - b. Bill levy payers for the BID and be responsible for chasing up payments not made.
68. At this point, however, there is no budget in place to fund this position, and any such proposals would need to be ratified by Council. Given that the cost and workload is currently unknown, any resourcing would also need to be reviewed after 12 months to ascertain whether this work needs to continue.

### **Equalities**

69. All equality implications will be managed through the BID process and representative governance will be sought.

### **Legal**

70. Our legal protections are set out within a draft Memorandum of Understanding (MOU) drawn up by the Council's Legal Team. The baseline agreements and Operating Agreement also appear in these schedules. This MOU is necessary to cover the relationship between the Council and the BID Company.

### **Crime and Disorder**

71. One of the key BID themes would be to introduce initiatives to try and tackle anti-social behaviour and the culture of afternoon drinking which is attracting large numbers of stag and hen parties to York. Discussions with representatives from the local Police force has shown that they would be keen to support this.

### **Information Technology (IT)**

72. Not applicable at present.

**Property**

73. Not applicable.

**Other**

74. Not applicable.

**Risk Management**

- 75. Failure to achieve the number of 'yes' votes in the ballot will result in all administration costs being lost. An attempt at a second revised ballot will have further cost implications.
- 76. If a majority of votes is received and the ballot is successful 'no' voters who fall within threshold parameters will still be required to pay their share of the BID Levy

**Contact Details**

**Author:**

Phil Witcherley  
Group Manager,  
Policy and Strategy Team  
(Economy and Place)

**Dept Name**

Office of the Chief  
Executive

**Tel:** 553343

**Co-author's name**

Penny Nicholson

**Title**

Policy and Strategy Officer  
Policy and Strategy Team  
(Economy and Place)

**Tel:** 551506

**Executive Member responsible for the report:**

Cllr Keith Aspden  
Deputy Leader,  
Economic Development & Community  
Engagement

**Report**

**Approved**



**Date** 10/7/2015

**Chief Officer's name**

Sally Burns

**Title**

Director, Communities and  
Neighbourhoods

**Specialist Implications Officer(s)**

Not applicable

**Wards Affected:** *Fishergate, Guildhall, Micklegate*

**All**

**Annexes**

Annex 1 – The York BID Feasibility Study

Annex 2 – The Business Plan for the York BID

Annex 3 – Baseline Agreements 2016-2020



## **The York BID Feasibility Study**

### **Introduction**

York has one of the strongest economies in the north of England and has reinvented itself from a railway and confectionery manufacturing city into an international hub for science and technology as well as a national centre for financial and business services.

The city centre BID area is a major retail and tourism destination, mostly contained within the ancient city walls and including York Minster, one of Europe's finest cathedrals, world class museums and many beautiful and historic buildings, attracting more than 7m visitors a year.

However, it faces many unique challenges which is why business leaders decided to investigate the feasibility of the creation of a Business Improvement District to capitalise on its strengths and to safeguard and develop its economic prosperity.

### **Why does York need a BID?**

York already has a great city centre, famous for its heritage, historic streets, ambience, big-name shopping brands, visitor attractions and scores of independent shops. But with the right vision and a coordinated management approach driven by city centre businesses, imagine what could be achieved. York cannot stand still.

There are now more than 200 BIDS across the UK, making a real difference to the economies of those areas. BIDS have just been approved in Leeds and Sheffield. York city centre is not immune to the challenges posed by out of town shopping centres.

A BID provides the best opportunity for continued investment in the city centre. It will help York to:

- Attract big-name brand retailers
- Attract more professional and financial employers to locate in the city centre
- Market the city to visitors and residents, increase footfall, dwell time and spend
- Improve the centre's appearance and environment
- Add to and enhance the city's festivals and events

- Work in partnership to improve safety and reduce crime
- Develop the early evening economy
- Provide business support and development
- Create a strong leadership voice to lobby on issues such as parking and transport

These are some of the issues businesses in York are telling us they want to see as priorities.

A BID can make this happen.

## **Background**

The idea of setting up a Business Improvement District was suggested by City Team York, a public-private sector partnership, set up in the wake of the Portas report into the future of the British High Street. City Team York has about 40 representatives from all business sectors and its main aim is to work collaboratively to improve the economic vitality of York city centre. The City Team York Executive (CTYE) began formalising plans in 2013 and early 2014. Initial feedback from City of York Council, other major stakeholders, businesses and service providers was positive.

The feasibility study has been overseen by the CTYE, whose members are:

- Adam Sinclair, MD of Mulberry Hall (Chair)
- Neil Setterfield, MD, Fenwick Department Store
- Frank Wood, partner, Braithwaites Jewellers
- Sophie Jewett, owner, York Cocoa House
- Michael Hjort, owner Walmgate Ale House, director, York Food Festival
- Sue Anderson-Brown, manager Coppergate Shopping Centre
- Charles Storr, City of York Council
- Jane, Lady Gibson, chair Visit York
- Paul Stansfield, property expert
- Steve Brown, MD, make it York

Following the positive feedback, CTYE chairman Adam Sinclair, wrote to 779 city centre businesses informing them of the plans and including a survey. 95 people (12.2%) responded to the survey and those responses, along with personal feedback to CTYE members helped

shape the next stage of the consultation process. A story about the plans was also featured on page 1 of the city's daily newspaper, The York Press and on its website.

More than 30 City Team York members, representing a cross section of York city centre businesses voted unanimously to press ahead with plans to set up a BID at a special meeting hosted by HSBC on October 31, 2014.

Following that meeting the CTYE and the city council worked closely together on establishing arrangements, checking the business rates database and drawing up a proposed boundary.

Initial support from businesses across the city has been overwhelmingly positive.

## **The BID Area**

The proposed BID area is largely within the natural boundary of the inner ring road, but includes businesses facing the inner ring road. To view the map, go to [www.theyorkbid.com](http://www.theyorkbid.com)

## **How much could a York BID generate?**

We consulted on a 1% levy based on rateable value, with a minimum threshold of £7,500. This would apply to 1,322 hereditaments, or 1090 separate businesses. This would generate in excess of £870,000 a year. The money would be spent according to the wishes of local businesses (through the auspices of BID champions and the BID Board once established).

**Areas of Focus** – Initial consultation suggested four areas of Focus as follows:

### **1 Appearance and environment**

We want to promote York city centre as a great place to live, work and visit. This could include providing an enhanced street cleaning and litter collection service; improving public spaces, flower displays, seating and other street furniture; employing uniformed city ambassadors and improving access points to the city centre and signage to create a great first impression.

## **2 Events and Festivals**

York has an enviable reputation for the number and breadth of its events and festivals but this could be enhanced and extended by working with partners to create a year-round programme. This could include a spectacular Christmas/Winter lights display, fashion and restaurant weeks, and making more use of public spaces, and tapping into the potential of the city's historic buildings, revamped theatre and art gallery and world class museums. There could also be a focus on developing the early evening economy with later opening hours for shops and cafes, street entertainment, public art displays and other open air events.

## **3 Safe and secure**

The BID would look to work with partners to minimise crime and create a truly family friendly environment during the day and at night. Crime reduction initiatives could include: closer working relationship with the York Business Against Crime Scheme, support partners in tackling problem areas such as anti-social behaviour and drunkenness, improved lighting and secure bike storage.

## **4 Business Support and Development**

The BID company would focus on the investment needs of the city centre, working with partners to coordinate one voice for all sectors to lobby the council and other public sector organisations to ensure the centre gets a fair deal and maximises its funding opportunities. It would seek to address concerns over parking and transport and to reduce overheads through procured services for utilities, insurance, waste collection and recycling.

We are now seeking further views on the areas of focus via our consultation document which has been sent to all 1,090 businesses.

## **Conclusion**

There is considerable momentum in support of a BID across the full range of sectors included in the feasibility consultation. The largest sector contributors in terms of levy payment would be Retail, Professional and financial services companies, hotels and the public sector, including education and culture, all of whom have expressed their overwhelming support in favour of BID.

City of York Council would be the largest levy payer and it has agreed to be the accountable body for the ballot and levy collection.

To capitalise on the level of support and momentum, a ballot date of November 2 would be desirable. The council has already indicated that this is possible but this will require a concentrated focus, requiring a good deal of collaboration between the council and private sector as the date of the ballot must be included in the 84-day notice of intention to create a Business Improvement District issued to the Secretary of State for Communities and Local Government.

If the ballot is successful in November 2014, the new BID company would formally commence in April 2016 with levy collection invoices issued in March 2016 for payment in April.

The Board is recommended to endorse the contents of this report and recommend to City of York Council that a delivery process for establishing a BID for York city centre is set up with immediate effect with a ballot date of November 2 as the desired outcome.



## **Business Plan for the York BID, as supplied by the BID Team**

### **The York BID**

#### **Chairman's Statement**

York has one of the finest city centres in the UK. I am lucky to have been brought up in the city and traded in the centre for most of my life. So, I am fully aware of the special environment and characteristics setting it apart from other towns and cities. It is, quite simply, York's greatest asset.

It is the city's historic centre and unique mix of top name retailers, range of independent stores, quality attractions and events which bring in more than 7 million visitors a year.

It is this special quality which has attracted investment from employers and which makes our beautiful city such an appealing place to come and live and work. It is why York has one of the most buoyant economies in the north and employment levels are relatively high and stable.

Nevertheless, the world is changing rapidly and York city centre has no divine right to an assured future. We face increased competition from other centres in the UK and across the world, as well as the Internet.

More locally there has been prolific out of town development in recent years. All town and city centres are under increasing pressure and there is widespread vulnerability. A recent survey by Deloitte confirmed that there would be many more city centre losers than winners across the UK. I want us to ensure that York city centre continues to be a winner.

We need to up our game in terms of attracting investment, entrepreneurship and financial and professional services, as well as our shopping offer. Our public realm and our cleanliness need to be gold plated and our streets and car parks need to be welcoming, clean and convenient and to feel safe and secure. We need to champion our character and heritage and must boost our cultural offering, including in the evening, to attract more families and high spending visitors.

We can achieve this by working together to secure more than £800,000 a year and a real business voice for York city centre. Importantly, the BID will be business led and the money will be used to address the priorities decided by you - our existing businesses.

Please support the BID with a 'Yes' vote in November.

Adam Sinclair

**Chairman York BID**  
**MD Mulberry Hall**

## **Vote YES**

This is YOUR BID. It will be set up to deliver the services and improvements that you want to see with communication through BID champions from all sectors and across all areas of the city centre. The BID is for the whole of the city centre, not just the core. Streets on the edge of the city centre are often a visitor's first impression and are every bit as important. The BID's mission will be to improve trade and the appearance of the city for everyone.

The BID will strengthen the city centre. It will reinforce and develop its position as a major shopping destination, world class international tourist city and important commercial centre. It will protect jobs and attract new business.

The BID is a vote for the future prosperity of the city centre. Please vote YES on November 2<sup>nd</sup>.

## **What is a BID?**

A Business Improvement District is a specific area where businesses work together to invest in services, special projects and events. There are now more than 200 across the UK, delivering economic and environmental benefits.

This BID plan has been developed in consultation with the business community and can be voted on by all businesses who will be asked to pay a levy of 1% of their rateable value.

If a majority of voters, more than 50% both by number and rateable value, vote to support the business plan, then a BID will be established for five years. All businesses in the BID area will be required to pay the mandatory levy whether or not they cast a vote.

## **Why does York need a BID?**

York already has a great city centre, famous for its heritage, historic streets, big-name shopping brands, visitor attractions and independent shops. But with the right vision and a coordinated management approach driven by city centre businesses, imagine what could be achieved.

York cannot stand still. BIDS have recently been launched in Leeds and Sheffield and York city centre is not immune to the challenges posed by the internet and out of town shopping centres. A BID provides the best opportunity for continued investment in the city centre. It will help the city centre to:

- Attract big-name brand retailers and new independents
- Attract more professional and financial employers to locate in the city centre
- Market the city to visitors and residents, increase footfall, dwell time and spend
- Improve the centre's appearance and environment
- Add to and enhance the city's festivals and events
- Work in partnership to improve safety and reduce crime



- Develop the early evening economy
- Provide business support and development
- Create a strong leadership voice to lobby on issues such as parking and transport

These are some of the issues businesses in York are telling us they want to see as priorities.

A BID can make this happen.

## **Feasibility**

A comprehensive feasibility phase was undertaken from October 2014 to May 2015. This initial consultation involved more than 100 businesses, through a series of presentations and workshops, individual meetings and a business survey. Support for a BID for York city centre was overwhelming and the feedback helped to shape the next stage of consultation.

## **Consultation**

We extended the consultation in May with a high profile launch of a consultation booklet at the offices of Aviva attended by more than 50 key stakeholders in the city. The 8-page A5 booklet, which explained the BID proposal in detail and included a questionnaire, was made available to every business within the BID area, either by post, email, online or hand delivered. Consultation continued throughout May and June, including BID drop-in events, talks to business support groups, and dozens of individual meetings. We will continue to consult with businesses right up to the ballot in November.

Your views have helped us develop this business plan and prospectus. The ideas and projects are yours. BIDS are operating extremely well all over the UK and the time is now right for all businesses in York to work together with partners to make our city centre even better.

## **The Four Programmes**

### **1. Appearance and Environment**

York is a beautiful city but has the potential to be even better. More needs to be done to ensure its appearance is maintained and enhanced over the coming years and that our streets and public spaces throughout the city centre are cleaner and more vibrant than ever before.

The BID will:

- Provide an enhanced street cleaning service to give the city the appearance it deserves. This would include deep cleansing, extra litter collections, rapid response and graffiti removal. This would be in ADDITION to the service provided by the city council.

- Improve the gateways to the city to create a much better welcome and first impression for visitors, customers and everyone who lives and works in the city.
- Work with partners to ensure empty shops and properties are properly maintained and continue to convey a positive image.
- Improve ease of navigation around the city with the use of consistent, visible and appropriate signage for all areas.
- Add to and enhance floral displays and street art.

## **2. Safe and Secure**

York is one of the safest cities in the UK. But businesses and other organisations in the city have told us that we need to do more. There are concerns that anti-social behaviour and drunkenness, especially during the day on Saturdays, are driving shoppers and families away from the city centre. We will work with partners to create a vibrant, welcoming family friendly city centre.

The BID will:

- Appoint a team of ambassadors and volunteers (initially on Saturdays). This team of easily identifiable, friendly faces would welcome visitors, report any environmental or safety issues that damage our city's appeal and act as a reassurance to businesses, shoppers, tourists and workers that York is a welcoming and safe city.
- Work closely with North Yorkshire Police and the Safer York partnership on a range of issues, especially around excessive drinking, begging and unlicensed or intimidating street trading.
- Work with agencies to support the homeless and vulnerable.
- The BID would also look to team up with partners to improve the provision of secure bicycle parking in the city centre

## **3. Events and Festivals**

York already has an enviable reputation for the number and breadth of its events and festivals but there is the potential to do more to suit all users of the city and to include more streets to maximise footfall and increase revenues for all businesses. The BID would look to work closely with existing event organisers, streets and businesses to add value and support promotional activity. It would also work with partners to develop the early evening economy.

The BID will:

- Work with partners to develop and promote York's growing reputation as a City of Festivals and host of a year-round programme of events.
- Invest in street and community events throughout the city aimed at encouraging visitors and locals to discover York's hidden gems and its

variety of independent shops, bars, cafes and restaurants. We could help businesses launch events in specific areas.

- Work with partners to further develop York city centre as a pre-Christmas tourist and shopping destination. This will include a spectacular and expanded Christmas lights display which we would seek to extend beyond its existing boundaries and develop over the five years of the BID.
- Develop the early evening economy by encouraging more late night shopping (on certain nights or at certain times of the year), open air entertainment and cultural events aimed at encouraging visitors and people leaving work to spend more of their leisure time in the city centre.

#### **4. Business Support**

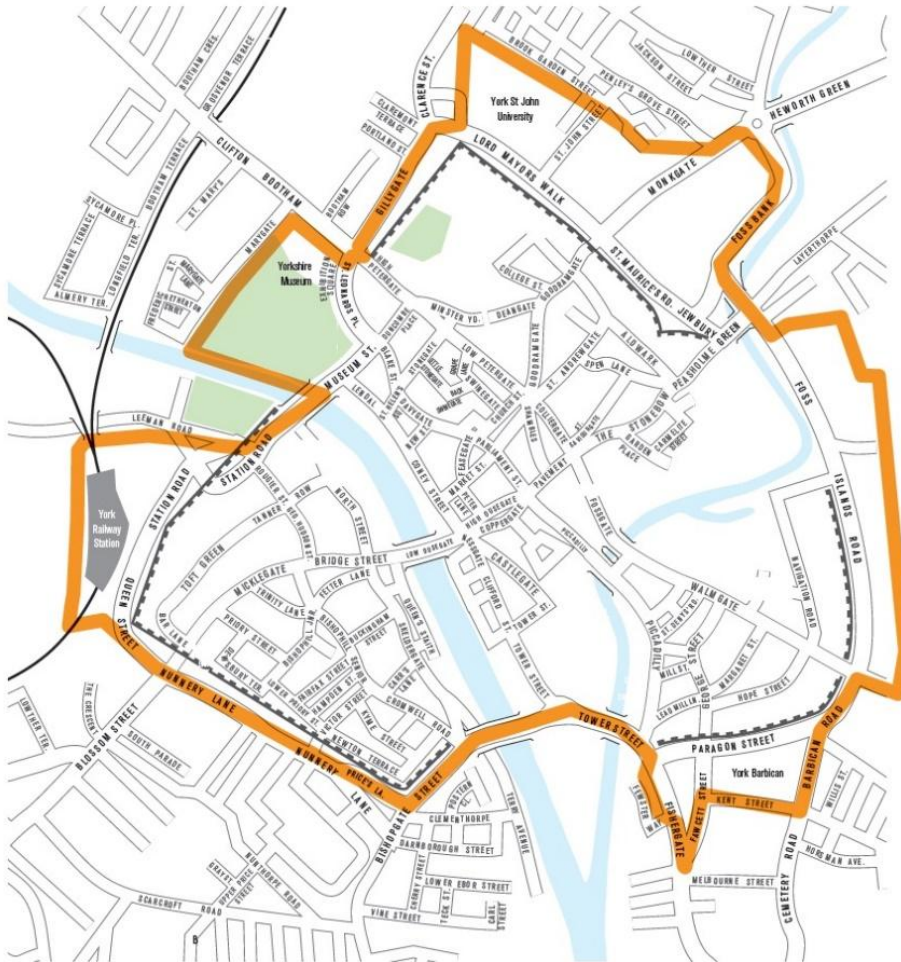
The BID will provide a strong collective voice for more than 1,000 businesses in York city centre. It will mean every business, large or small, will be able to have a say on important decisions that affect the trading environment.

The BID will:

- Seek to address concerns over transport and parking. Meaningful talks have already been held with City of York Council with a view to the introduction of pay on exit at its major car parks. This will enable shoppers and visitors to be more relaxed and stay longer.
- Promote York city centre as an attractive commercial destination and a great place to work. The ability of York to retain talent and not have it drawn to other locations will be crucial to remaining competitive.
- Lobby the council and other public sector organisations to robustly represent the views of companies in the BID area.
- Work to protect York's uniqueness and, in particular, the strength and variety of the independent sector, providing training, advice and networking opportunities to give businesses the best possible chance of success.
- Work with businesses and other partners to develop new ways of coordinating the collection and recycling of trade waste with the aim of saving you money.
- Use collective buying power to negotiate discounts on other business costs such as utility bills and insurance.
- Secure investment from new sources and pursue leverage of additional funding.

## Where will the BID operate?

The proposed BID area is outlined on the map subject to further consultation. During the initial consultation stage all sectors supported the principle of a BID and the suggested boundary which is largely within the inner ring road but includes businesses facing the inner ring road.



- Minster Gates
- Minster Yard
- Monkgate
- Museum Street
- Navigation Road
- Nessgate
- New Street
- Newgate
- North Street
- Nunnery Lane
- Ogleforth
- Palmer Lane
- Paragon Street
- Parliament Street
- Patrick Pool
- Pavement
- Peasholme Green
- Peckitt Street
- Percys Lane
- Peter Lane
- Piccadilly
- Priory Street
- Queen Street
- Rougier Street
- Shambles
- Skeldergate
- Spurriergate
- St Denys Road
- St Helens Square
- St Johns Street
- St Leonards Place
- St Martins Lane
- St Mary's Square
- St Maurices Road
- St Sampsons Square
- St Saviourgate
- St Saviours Place
- Station Rise
- Station Road
- Stonegate
- Stonegate Walk
- Swinegate
- Swinegate Court East
- Swinegate Court West
- Tanner Row
- Tanners Moat
- The Stonebow
- Toft Green
- Tower Street
- Trinity Lane
- Walmgate
- Wellington Row
- Whip-Ma-Whop-Ma
- Gate

- |                      |                      |                  |
|----------------------|----------------------|------------------|
| Aldwark              | Davygate             | High Petergate   |
| Back Swinegate       | Deangate             | Hungate          |
| Barbican Road        | Duncombe Place       | Jewbury          |
| Bishopgate Street    | Dundas Street        | Jubbergate       |
| Blake Street         | Exhibition Square    | Kent Street      |
| Blossom Street       | Fawcett Street       | King Street      |
| Bootham              | Feasegate            | Kings Court      |
| Bridge Street        | Fetter Lane          | Kings Square     |
| Buckingham Street    | Finkle Street        | Kings Staith     |
| Castlegate           | Fishergate           | Lendal           |
| Chapter House Street | Foss Bank            | Lendal Bridge    |
| Church Lane          | Foss Island Road     | Little Shambles  |
| Church Street        | Foss Islands Road    | Little Stonegate |
| Clifford Street      | Fossgate             | Lord Mayors Walk |
| Coffee Yard          | Franklins Yard       | Low Ousegate     |
| College Street       | Garden Place         | Low Petergate    |
| Colliergate          | George Hudson Street | Lower Friargate  |
| Coney Street         | George Street        | Margaret Street  |
| Coppergate           | Gillygate            | Market Street    |
| Coppergate Walk      | Goodramgate          | Merchantgate     |
| Cromwell Road        | Grape Lane           | Micklegate       |
| Cumberland Street    | High Ousegate        | Mill Street      |

## Projected Income and Expenditure

We are determined to make York city centre one of the most attractive, vibrant and welcoming locations in the UK. We will introduce new initiatives to take the city centre to the next level and make it the ideal choice for employers, shoppers, residents, and visitors.

	York BID Budget 2016 - 2021					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income	£k	£k	£k	£k	£k	£k
1% Levy (@ £12.5k RV)	790	800	800	800	800	3,990
less Levy Collection Fee	(25)	(25)	(25)	(25)	(25)	(125)
<b>Total Income</b>	<b>765</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>3,865</b>
<b>Projects / Expenditure</b>						
Appearance & Environment	220	230	230	230	230	1,140
Safe & Secure	180	180	180	180	180	900
Business Development	135	135	135	135	135	675
Events & Festivals	90	90	90	90	90	450
Contingency	40	40	40	40	40	200
<b>Total Projects</b>	<b>665</b>	<b>675</b>	<b>675</b>	<b>675</b>	<b>675</b>	<b>3,365</b>
Administration & Overheads	100	100	100	100	100	500
<b>Total</b>	<b>765</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>3,865</b>

As well as revenue from levy payments, we will also seek to secure other funding from sponsorship, voluntary contributions and other sources.

All figures are estimates, and project costs may change over the term of the BID subject to Board approval.

- Assumes 6% non collection Yr1 and 4% Yr2-5.
- Assumes a 3% fee, per BID guidelines
- Contingency includes £15k loan repayments Yr1 and Yr2
- Overheads are consistent with benchmark BIDs, eg Norwich

The BID levy figures are based on data available as at June 2015 from York City Council. The City of York Council is the accountable body for

collection of the BID levy. The Council will specify the collection fee in advance of the vote, and has confirmed the cost will not exceed £30,000 a year. The York BID will pursue potential sources of income additional to the levy. These includes commercial sponsorship and income generation, including voluntary contributions to supplement the levy throughout the lifetime of the BID.

### **How much will you pay?**

As a levy payer you will be required to pay one annual payment towards the BID each year for five years. This payment will be calculated at 1% of the rateable value for your individual property. So if you own a business with a rateable value of £50,000, you will pay £500 a year to the BID.

We have introduced a lower threshold which means that a business with a rateable value that is £12,500 or lower will not have to pay.

### **About the vote**

So it's now over to you...

If your rateable value is more than £12,500 and you are in the BID area you will have a vote. This is a vote for the future, a vote for continued improvement and a vote for a prosperous City Centre economy.

Voting commences on November 2, 2015. When you receive your ballot paper by post, simply fill it out and return it in the envelope provided.

### **Who will run the BID?**

Following a successful ballot, a not for profit BID company limited by guarantee will be set up. An Interim Board, made up from a cross section of the business community, will run the company until its first AGM when elections will be held. Directors will not gain financially from their positions.

The Board will be responsible for implementing the BID Business Plan and will be accountable to the BID levy payers.

A BID Champions Group has also been set up to support the Board. The BID champions come from different sectors and different streets to ensure BID funds are spent on projects across the city. They will also communicate the wishes of businesses to the Board.

## **Interim Board**

Adam Sinclair (Chairman)	Mulberry Hall
Frank Wood	R.A. Braithwaite jewellers
Jane Gibson	Chairman, Make It York
Michael Hjort	Walmgate Ale House and York Food and Drink Festival
Neil Setterfield	Fenwick Limited (York)
Nick Symington	Langleys Solicitors
Colin Crawford	Aviva
Paul Stansfield	Property Consultant
Vacancy	City of York Council
Sophie Jewett	York Cocoa House
Steve Brown	Managing Director, Make It York
Sally Burns	City of York Council

BID champions to be listed here: (Not yet complete)

## **BID Levy Rules**

The BID process is governed by Government Legislation. As such, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers. The rules for the BID levy are as follows:

- The levy will be fixed at 1% of rateable value. This will not be subject to changes in inflation and if this is to change, we would hold a new ballot.
- The term of the BID will be for a period of five years from April 1, 2016
- The BID levy will be applied to all ratepayers with a rateable value of more than £12,500.
- All new hereditaments entering the Rating List will be levied at 1%.
- The owners of empty hereditaments will be liable for the BID levy with no void period allowed.
- There will be no VAT charged on the BID levy.

## **Additional services**

City of York Council is backing the BID. As well as being a substantial levy payer it will align its activities to help the York BID bring about substantial improvements for the city centre. However, a BID cannot be used to replace core public sector services. There is legislation in place to ensure that a BID must provide additional or enhanced services.

## **Legal agreements**

A baseline agreement will be established to set out agreed levels of service provided by City of York Council. An operating agreement between the York Bid and City Of York Council will also be developed to define the contractual arrangements for the collection and enforcement of the BID levy.

Copies of the baseline agreement will be available to view at:

[www.theyorkbid.com](http://www.theyorkbid.com)

## **How will we communicate with members?**

If we secure a 'Yes' vote our BID will be one of the biggest in the UK. It will represent around 900 levy payers plus a further 600 businesses who will benefit from the BID but won't pay because their rateable value is less than our minimum threshold of more than £12,500.

Methods of communicating will include regular newsletters, email alerts, online updates at [www.theyorkbid.co.uk](http://www.theyorkbid.co.uk), and latest news via Facebook and Twitter. We will also hold regular meetings with our BID champions and feed information through to them.

All levy payers will be invited to become members of the BID company and there will be an AGM and an annual report

## **How will I know if the BID is working?**

We believe accountability comes from asking the levy payers, who help and fund the BID, to tell us each year how they feel the BID company has performed versus the annual business plan. We will survey all paying businesses in the BID area annually and ask them to assess our performance against the objectives as set out in the business plan.

You should see an uplift in footfall and sales figures. After all, this is the ultimate aim of the York BID.



Other performance measures will include:

- Footfall monitoring
- Number of vacant units brought back into use or improved
- Quarterly revenue survey sent to all BID levy payers
- Number of new businesses operating in the BID area
- Number of new initiatives launched
- Street cleanliness survey
- Analysis of media coverage about the city centre
- Analysis of crime figures

## **Ballot Rules**

From November 2 until November 30 businesses will be given the opportunity to vote in a formal postal ballot. To ensure neutrality, it will be a confidential ballot.

All defined ratepayers, will be entitled to one vote per hereditament. Some businesses will occupy more than one hereditament within an area and therefore will have more than one vote. Ratepayers that have been exempted from paying the BID levy will not be eligible to vote.

It will be possible to appoint a proxy to vote on your behalf. Proxy applications will need to be made to the ballot holder by ? . Proxy application details will be included in your ballot pack.

To establish a BID, the ballot will need to satisfy two tests as follows:

1. A majority in number of those voting.
2. A majority in Rateable Value of those voting.

Steps in the ballot process:

- Your notice of ballot will be sent on?
- Your ballot paper will reach you by?
- You will need to cast your vote by 5pm on?
- The ballot result will be announced o ?

### **What if I vote “No”?**

If more than 50% of eligible businesses vote ‘no’, those within the BID district will lose the opportunity to make a tangible difference to their trading environment. Promoting the city centre will continue to be the responsibility of individual organisations and the opportunity for collective marketing initiatives will be lost.

We believe that with a BID York city centre will gain new confidence and thrive.

Without a BID new marketing opportunities will be lost, it will be harder to attract new business, and York will fall further behind its competitors, locally, nationally and internationally.

## City of York Business Improvement District

### Baseline Agreements 2016-2020\*

- Due to Local Government cost pressures, these costs are reviewed on an annual basis as per national BID guidance.  
The baselines here are for 2015/16.

The purpose of this baseline agreement is to set out, for the avoidance of doubt, the **STANDARD SERVICES** provided by the Council within the BID area and to set the benchmark criteria against which the provisions of additional services will be assessed.

Any services provided by the BID levy are *complementary* to these baseline services.

<b>Service</b>	Street Cleansing
<b>Head of Service</b>	Russell Stone, Head of Public Realm
<b>Telephone</b>	(01904) 553108
<b>Email</b>	<a href="mailto:russell.stone@york.gov.uk">russell.stone@york.gov.uk</a>

<b>Baseline activity</b>	Street cleansing of the City Centre
<b>Service specification</b>	Tasks undertaken include manual and mechanical cleansing, emptying of litter bins, litter picking and collection, cleaning of the Market areas. City Centre cleansing begins at 05.00, targeting hotspots then covering other areas. This continues throughout the day, focussing on high traffic vicinities, such as entertainments areas.
<b>Statutory or discretionary?</b>	Statutory
<b>Timing of activity</b>	<p>City Centre street cleansing is carried out within the foot streets, seven days a week throughout the year.</p> <p><b>April to September</b>  <i>Monday to Friday – 05.00 to 20.00:</i>            The number of operatives on duty fluctuates throughout the day with a minimum number of three operatives and a maximum number of eight.  <i>Saturday and Sunday – 05.00 to 19.00:</i>            The number of operatives on duty fluctuates throughout the day with a minimum number of four operatives and a maximum number of five.</p> <p><b>October to March</b>            These will change slightly between October and March due to weather and daylight hours.</p> <p>Additional include co-ordinating/ overseeing the Spring Clean initiatives across the City</p>
<b>Staffing and equipment</b>	1X Mechanical sweeper 1 X Mechanical sweeper/scrubber 1 x Pedestrian controlled sweeper Various hand held manual equipment 1 x Supervisor

	12 x City Centre Cleansing Operatives		
<b>Key performance measures</b>	<b>Measure</b>	<b>2013/14</b>	<b>2014/15 YTD</b>
	• CSPEC5 - Calls to Service – Cleansing	2225	1729
	• CSPEC6 - CYC Calls to Service – Graffiti	178	156
	• SLA01 - 2 Hour Cleansing cases completed within SLA	69%	78%
	• SLA02 - 2 Hour Cleansing cases completed within SLA - (YTD)	69%	78%
	• SLA03 - Standard Cleansing cases completed within SLA	91%	90%
	• SLA04 - Standard Cleansing cases completed within SLA - (YTD)	91%	90%
<b>Non-compliance procedure</b>	We are not a contractor		
<b>Existing value of contract/ service</b>	No contract, but cost of service provision is approximately £250,000		
<b>Boundary area</b>	As per agreed BID boundary		
<b>Proposed additional BID activity</b>	Not yet known		
<b>Cost of additional BID activity</b>	Not yet known		

<b>Service</b>	Highways Maintenance
<b>Head of Service</b>	Bill Manby/ Steve Wragg/Mike Durkin (Interim arrangement)
<b>Telephone</b>	(01904) 553233
<b>Email</b>	<a href="mailto:bill.manby@york.gov.uk">bill.manby@york.gov.uk</a>

<b>Baseline activity</b>	Maintenance and repair of the highways network whilst minimising disruption on the transport network and protecting infrastructure		
<b>Service specification</b>	<p>The Highways Act 1980 places a duty on the Highway Authority to maintain the public highway network in a condition that is safe for users.</p> <p>The public highway network includes all roads, footpaths and verges which the highways authority has responsibility for.</p> <p>We regularly inspect our network in accordance with the current Code of Practice for Highway Maintenance. The frequency of inspections depends upon the importance of the road and footpath in question. A busy main road and footpath may be inspected monthly while a minor estate road or rural lane may only be inspected annually.</p> <p>The New Roads and Streetworks Act 1991 also places a duty on us to coordinate and regulate work carried out in the public highway by any organisation. An organisation includes contractors working for gas, waste, electricity and telecom companies as well as private works on behalf of individuals.</p>		
<b>Statutory or discretionary?</b>	Statutory		
<b>Timing of activity</b>	This is an 07:30 - 17:30 activity with an out of normal working hours emergency response service		
<b>Staffing and equipment</b>	<ul style="list-style-type: none"> <li>• 19 FTE</li> <li>• 2 Supervisors</li> <li>• (7) 18 ton hook lift vehicles</li> <li>• (1) 32 ton hook lift vehicle</li> <li>• (1) 7.5 ton hook lift vehicle</li> <li>• (1) 7.5 TM Vehicle</li> </ul>		
<b>Key performance measures</b>	<b>Measure</b>	<b>2012/13</b>	<b>2013/14</b>
	• CES03 - % of road and pathway network that are grade 3 (poor condition) – roadways	15%	16%
	• CES04 - % of road and pathway network that are grade 3 (poor condition) – pathways	5%	4%
	• CES05 - % of Principal roads where maintenance should be considered (NI 168)	2%	2%
	• CES06 - % of Non-principal classified roads where maintenance should be considered (NI 169)	5%	4%

	<ul style="list-style-type: none"> <li>CES07 - % of Unclassified roads where maintenance should be considered (old BV224b)</li> </ul>	10%	10%
	Data from the City of York Council 'Get York Moving' scorecard – June 2015		
<b>Non-compliance procedure</b>	Basic maintenance is supported with two 180 excavators with planer attachments		
<b>Existing value of contract/ service</b>	£100,000		
<b>Boundary area</b>	As per agreed BID boundary		
<b>Proposed additional BID activity</b>	Not yet known		
<b>Cost of additional BID activity</b>	Not yet known		

<b>Service</b>	Streetlighting
<b>Head of Service</b>	Derek Grant, Street Lighting Delivery Manager
<b>Telephone</b>	(01904) 553090
<b>Email</b>	<a href="mailto:derek.grant@york.gov.uk">derek.grant@york.gov.uk</a>
<b>Baseline activity</b>	Provision/ maintenance of street lighting within the City of York council boundary, including all street lights, illuminated signs, bollards, and floodlighting
<b>Service specification</b>	<p>The street lighting service is unique within York, as both installation &amp; maintenance of all street lighting assets are undertaken by City of York council's internal street lighting team.</p> <ul style="list-style-type: none"> <li>• Citywide maintenance of street lighting and illuminated signs, floodlighting and bollards.</li> <li>• Cyclical maintenance on routine lamp changes/maintenance.</li> <li>• Any alterations to existing installations are undertaken including column relocations and conversion of lights to newer more energy efficient technologies.</li> <li>• New lighting installations for Council highway schemes.</li> <li>• A design and install service for developers is offered by city of York councils street lighting team as regards any new developments/works including section 38/278 schemes.</li> <li>• A Street lighting design service is available through City of York council if developers require design only.</li> <li>• All electrical testing is undertaken by the internal street lighting team.</li> <li>• Structural testing on steel/concrete lighting columns is undertaken on a rolling annual program by a CYC preferred specialist contractor.</li> <li>• Emergency call out facility is in place to cover any out of hours dangerous situations arising.</li> </ul>
<b>Statutory or discretionary?</b>	Under Section 97 of the Highways Act 1980, it is not mandatory for authorities to install street lighting, but once installed on adopted highways there is a responsibility for maintenance.
<b>Timing of activity</b>	The maintenance service operates 7 days a week, 24 hours a day, and includes a Freephone emergency telephone number for fault reporting and an email reporting capability linked to the City of York Council website
<b>Staffing and equipment</b>	<p><b>Staff</b> 6 X FTE 1 X PT: including Delivery Manager, Technical Officer, Street Lighting Technician (PT), 2 x Electricians, 2 x Street Lighting Operatives.</p> <p><b>Equipment:</b> 2 x 14.5 metre MEWPS (cherry pickers) 1 x SL rig 18 Tonne.</p>
<b>Key performance measures</b>	<ul style="list-style-type: none"> <li>• CES02 - Reduction in CO2 through investing in more efficient street lighting. Annual outturn from 2012/13 - -13.64% (This is happening through an ongoing capital programme)</li> </ul>

<b>Non-compliance procedure</b>	<p>COYC strive to adhere to their SLA requirements as regards fault repairs 4 days and emergency call outs 2 hours.</p> <p>Electrical testing is undertaken to BS7671 and completed on all street lights within a minimum six year period as per requirements.</p> <p>Structural testing on concrete/steel lighting columns is undertaken by a COYC preferred specialist contractor on an ongoing annual program.</p>
<b>Existing value of contract/ service</b>	Budget annually circa £800k.
<b>Boundary area</b>	As per agreed BID boundary
<b>Proposed additional BID activity</b>	Not yet known
<b>Cost of additional BID activity</b>	Not yet known



<b>Service</b>	Make it York
<b>Head of Service</b>	Steve Brown
<b>Telephone</b>	(01904) 55 4464
<b>Email</b>	steve.brown@makeityork.com

<b>Baseline activity</b>	Delivery of business support, events programming of the City Centre, market management and marketing of the City.	
<b>Service specification</b>	<p>Make it York has been commissioned by City of York Council to develop a sustainable model for delivery of its services; therefore service specification and standards are subject to change dependant on commercial viability.</p> <p>Nevertheless, as part of the agreement, City of York Council, through Make it York will:</p> <ul style="list-style-type: none"> <li>• Ensure there is a single front door for businesses to access support and advise</li> <li>• Seek to attract new businesses to the city, providing a clear and effective process for responding to inward investment enquiries in the city</li> <li>• Work with the visitor economy sector and city centre businesses to ensure a quality 'product' is offered to visitors and residents</li> <li>• Ensure there are clear and effective ways for visitors and residents to find out about the city</li> <li>• To manage the Shambles Market to create a vibrant hub and programme that is an attraction in its own right, and promote this to key customer groups</li> <li>• To support and develop high quality city centre festivals, activities and events</li> <li>• To support and develop new events and initiatives, that deliver ambitious, high quality artistic or cultural programmes, attracting significant audiences [as commercially viable]</li> <li>• To facilitate and promote a coherent image / brand for York nationally and internationally.</li> </ul>	
<b>Statutory or discretionary?</b>	Discretionary	
<b>Timing of activity</b>	Year round service	
<b>Staffing and equipment</b>	<p><b>Staff:</b> Variable, dependant on funding</p> <p><b>Equipment:</b> No specialist equipment. Office based.</p>	
<b>Key baseline performance measures (relevant to bid)</b>	<b>Measure</b>	<b>2014/15</b>
	GVA per employee in visitor economy sector	£17,571 (this is projected to rise in line with national economy)
	GVA per employee in retail sector	£25,507 (this is projected to rise in line with national economy)

	GVA per employee in arts and recreation sector	£15,310 (this is projected to rise in line with national economy)
	Visitor satisfaction	4.6 / 5 or greater overall visitor satisfaction score, with 77% or more visitors likely to return and 99% or more likely to recommend
	Visitors accessing promotion material about York	Visit York had 1.5m unique visitor to its website in 2014, and 490k visitors through VIC footfall.
<b>Non-compliance procedure</b>	City of York council may terminate the contract if performance measures are not being met.	
<b>Existing value of contract/ service</b>	City of York Council's contribution in year 1 of the service level agreement is a net £544k; however this is due to be reviewed each year through the Council's budget process, with the aim of moving towards sustainability of Make it York with reduced Council contribution.	
<b>Boundary area</b>	York Local Authority area but also working with businesses in the wider hinterland which benefit York residents	
<b>Proposed additional BID activity</b>	Not yet known	
<b>Cost of additional BID activity</b>	Not yet known	

<b>Service</b>	<b>Parking Services</b>
<b>Head of Service</b>	Graham Titchener
<b>Telephone</b>	(01904) 551495
<b>Email</b>	<a href="mailto:graham.titchener@york.gov.uk">graham.titchener@york.gov.uk</a>
<b>Baseline activity</b>	Parking Services for York
<b>Service specification</b>	<p>Parking enforcement</p> <p>Maintenance of all Council car parks</p> <p>Parking permits (N.B. Parking Services is the lead department and supervises the administration of this, which is based within Customer Services and Business Support)</p> <p>Penalty Charge Notice (PCN) appeals and representations</p> <p>Abandoned vehicles</p>
<b>Statutory or discretionary?</b>	Statutory
<b>Timing of activity</b>	<p>All non-enforcement work is within standard office hours</p> <p>All enforcement work is done year round with two shift patterns per day within the main hours of 06:30 and 21:30, seven days per week</p> <p>In addition to this we have one technician who works within normal office hours, but who is on also on call outside normal office hours.</p>
<b>Staffing and equipment</b>	<p>X 19 Civil Enforcement Officers and Assistant Supervisors</p> <p>X 1 Parking Enforcement Supervisor</p> <p>X 1 Representation Officer</p> <p>X 5 Parking Business Support staff supervised by Representation Officer but based within Business support</p> <p>X 1 Technician</p> <p>X 2 vans</p> <p>X 2 motorbikes</p> <p>All supported by various hardware systems, mainly for the enforcement service</p>
<b>Non-compliance procedure</b>	Council Policy, and under the Traffic Management Act 2004, led by the Department for Transport.
<b>Existing value of contract/ service</b>	No contract, but cost of service provision is approximately £550,000 (having to manage a £43K cut)
<b>Boundary area</b>	As per agreed BID boundary but also covers the whole of the York boundary.
<b>Proposed additional BID activity</b>	Not yet known
<b>Cost of additional BID activity</b>	Not yet known

This page is intentionally left blank



---

**Economic Development and Transport Policy  
& Scrutiny Committee****22 July 2015****York Economic Strategy and related Policy & Scrutiny Committee work****Summary**

1. This report provides background on the development to date of a new Economic Strategy for York; and makes proposals for how Economic Development and Transport Policy & Scrutiny Committee may wish to contribute in their cross-party policy development role.

**Background****What is the Economic Strategy?**

2. An economic strategy for York should help York businesses, Higher & Further Education and Skills Providers, City of York Council, Make it York, and any other relevant parties identify (a) the key challenges and opportunities for the future and (b) a prioritised action-based approach for the city to address this.
3. It is worth noting from the outset that it is a strategy owned by the city as a whole, rather than a Council strategy. Many of the ambitions we have for the city can only be delivered with the all sectors fully on board, so it is important that the assessment of challenges, opportunities and priorities is led by the business community, working in partnership with the Council and other bodies.
4. In addition, we are looking to rationalise the overall number of strategies that have an impact on the economy of York (e.g. skills strategy, digital strategy etc.) This will provide more clarity for the city in terms of our combined vision of what we are doing to improve York's economy and also a less onerous approach for partners.

### **Why is the city going through the process of producing a new Economic Strategy now?**

5. Having a written Economic Strategy is not mandatory; however, as a city, it is helpful periodically to go through the process, collectively prioritising and articulating a joint understanding on what our focus will be over the next period. The last time we did this in relation to York's economy was in 2011, producing a strategy which was designed to last until 2015. Therefore, given this, a new Council administration and the advent of Make it York, it is timely to refresh our priorities and what action we will collectively take over the next 5 years, from 2015 to 2020.

### **How will we learn and build on the previous Economic Strategy, what went well and what could be improved?**

6. A full evaluation of the previous strategy will be completed and published to help inform the approach, focus and actions of the new Economic Strategy. Some of the initial learning arising from evaluating the previous strategy which can help inform the development of the new strategy has included:
  - Fewer priorities are required to allow a focus on what is most important. The previous strategy had 19 priority objectives ranging from "Provide skills to match employers' needs", "Enhance the city centre and its opportunities as a business location, as a city centre of the future" and "Provide the right environment and suitable accommodation for businesses and individuals to reach their potential". There was some activity against most objectives, but many of these were only part-met given the range proposed.
  - We need to ensure actions detailed in the strategy are SMART and based on evidence where possible. We should also be clear about how we will measure success if we are to monitor progress effectively. In this, we should be explicit what is within our control and what is dependent on external investment or factors.

### **What has been the process to date?**

7. The first step was to analyse the current state of York's economy. An 'Overview of York's Economy' document was produced, investigating key facts, strengths, weaknesses and sectoral analysis to develop a strong evidence base for basing decisions about priorities and actions for. This

is published on the Council's website at:

<http://www.yorkwow.org.uk/documents/attachment478.pdf>

8. The city has been grappling with various issues relating to growing the economy for a number of years, so in developing a new strategy, it is not a case of starting with an entirely blank sheet of paper. As the basis for the strategy refresh, a list of the top level economic priorities from recent documents, decisions and analysis was assembled. This included priorities from the previous economic strategy and themes highlighted by reviews undertaken by the previous Economic Development Overview & Scrutiny Committee. There were 26 such priorities assembled. This 'long-list' of priorities considered is also published on the Council's website at:

<http://www.yorkwow.org.uk/documents/attachment479.pdf>

9. In March, over 50 key organisations and people in the city came together to consider: 'out of all these things we're trying to achieve, which are *the most important?*' Attendees including Councillors from all main political parties, businesses of different sizes from across all major sectors of York's economy, education and skills providers.
10. People were highly engaged by the workshop. Since then, the results have been communicated back to the group, and feedback has been very positive from businesses and organisations in the city on the focused priorities arrived at. This is very important, because, as above, many of the ambitions we have for the city can only be delivered with the private sector fully on board.

### **What are proposed draft priorities for the emerging Economic Strategy?**

11. From the workshop and refinement from feedback since, city partners arrived at 7 draft priorities:

OUR OBSESSIONS



A TANGIBLE SHIFT TO HIGHER VALUE SECTORS & JOBS



UNLOCKING BROWNFIELD SITES FOR JOBS & HOUSING



ENTERPRISING SKILLS AT EVERY AGE



TACKLING CONGESTION TO EMPLOYMENT SITES

WE WILL BE FAMOUS FOR BEING



A WORLD LEADER IN BIORENEWABLES & AGRI-TECH



A CREATIVE CITY UNIQUELY UTILISING ITS DISTINCT HERITAGE



A LEADING RAIL HUB IN EVERY WAY

12. These draft priorities will be considered by the York Economic Partnership at its next meeting in August.
13. It will also be important to test that these are the right things to be focusing on with a wider group, so this will form part of the wider consultation with residents.
14. Alongside these priorities, there will be some enablers which facilitate these city-wide priorities happening, such as doing the basics well, which might include the Council's proposed red-tape challenge, and attracting investment to do what we want, for example, through the proposed Business Improvement District.



## What are the next steps in developing the Economic Strategy?

### 15. Draft timeline for next steps



16. The main next step is to consider what we, as city partners, will collectively do to achieve each of these ambitions. It is important that this stage keeps partners engaged, and helps to bring together ideas and gain the expertise from a range of people to refine the tangible actions we will take across partners. This will be done through workshops over the next few months, bringing key organisations and individuals together to develop proposals under several of the themes.
17. As part of this consultation, there will also be a broader consultation with residents and others with an interest in this area, to contribute their views and suggestions on what should be done.
18. The assumption in bringing forward proposals is that there is no overall budget increase in Council funding. So central to the strategy will be big ideas for external investment; e.g. Local Enterprise Partnerships, private sector.

### **The role of scrutiny Economic Development and Transport Policy & Scrutiny Committee**

19. As can be seen through the draft timeline above, in the city developing the new Economic Strategy there is likely to be a window of July to October where there is considerable scope for policy development.

A standard Scrutiny Review process may mean recommendations from Economic Development and Transport Policy & Scrutiny Committee are not able to be fully utilised or taken into account as part of this process given the timescales.

20. Therefore in order to exercise this key function of cross-party policy development in relation to York's Economic Strategy, the following options set out below are proposed.

21. **Options**

**Option 1:**

- The committee selects 4 of the priorities members have a particular interest in.
- 2 members of the committee are assigned to each priority.
- Members attend and contribute to the relevant cross-sector workshops on delivering the priority, with a particular focus on the Council's (and through its commissioning relationship, Make it York's) role in delivering that priority. This workshop will include many of the core elements of a Scrutiny Review such as considering best practice and understanding the views of experts and partners.
- In addition to these workshops, members meet with relevant officers and consider further evidence of what works, and best practice in other cities.
- Update reports would be brought and discussed by Economic Development and Transport Policy & Scrutiny Committee at its meetings during this period.
- Members summarise findings and recommendations about the priority on consideration of the evidence and discussions they have been part of; which will be collated with the other themes and developed into a report.
- A draft report would be considered by Economic Development and Transport Policy & Scrutiny Committee in November.
- A completed scrutiny report would be provided as an accompanying report to Executive when it considers the Economic Strategy.

**Option 2:**

- The committee selects 2 of the priorities members have a particular interest in.
- 4 members of the committee are assigned to each priority.

- Members attend and contribute to the relevant cross-sector workshops on delivering the priority, with a particular focus on the Council's (and through its commissioning relationship, Make it York's) role in delivering that priority. This workshop will include many of the core elements of a Scrutiny Review such as considering best practice and understanding the views of experts and partners.
- In addition to these workshops, members meet with relevant officers and consider further evidence of what works, and best practice in other cities.
- With few topics to be considered, further activities could be considered as part of the evidence collection process.
- Update reports would be brought and discussed by Economic Development and Transport Policy & Scrutiny Committee at its meetings during this period.
- Members summarise findings and recommendations about the priority on consideration of the evidence and discussions they have been part of; which will be collated with the other themes and developed into a report.
- A draft report would be considered by Economic Development and Transport Policy & Scrutiny Committee in November.
- A completed scrutiny report would be provided as an accompanying report to Executive when it considers the Economic Strategy.

**Option 3:** The committee waits for the Economic Strategy to be published and then scrutinises the strategy.

### **Analysis**

22. Option 3 would not enable the Committee to exercise a policy development role, so is not recommended. Option 2 would provide the opportunity for stronger analysis given the tighter focus so is considered the preferred option.
23. Given the focus of the Committee, as well as existing and ongoing work, from an officer perspective, the priorities which would work best for consideration by Economic Development and Transport Policy & Scrutiny Committee would be:
  - A tangible shift to higher value sectors and jobs
  - Tackling congestion to employment sites
  - A creative city uniquely utilising its distinct heritage
  - A leading rail hub in every way

24. In order to feed into the policy development process in a timely manner, some of the details of these proposals, such as the individuals interviewed etc., would need to be an iterative process rather than decided from the outset by the Committee as part of a regular Scrutiny Review.

### **Consultation**

25. Details of the consultation which has already happened and will be completed is outlined in the sections above.

### **Council Plan**

26. The proposals for a new Economic Strategy relate closely to the development of a new Council Plan and it is important that the two strategies complement and align.

### **Implications**

- 27.
- **Financial** There are no financial implications associated with the recommendations in the report.
  - **Human Resources (HR)** There are no HR implications associated with the recommendations in the report.
  - **Equalities** There are no equalities associated with the recommendations in the report.
  - **Legal** There are no legal implications associated with the recommendations in the report.
  - **Crime and Disorder** There are no crime and disorder implications associated with the recommendations in the report.
  - **Information Technology (IT)** There are no IT implications associated with the recommendations in the report.
  - **Property** There are no property implications associated with the recommendations in the report.

### **Risk Management**

28. There are no known risks associated with the recommendations in the report.

## Recommendations

29. Members are asked to
- i. Actively engage with and contribute to the Economic Strategy development process
  - ii. Confirm taking forward option 2 set out above in relation to its input into policy development for the new Economic Strategy
  - iii. Decide which priorities it wishes to cover
  - iv. Make any suggestions about key pieces of evidence members would wish to cover under these priority headings.

Reason: To enable the Committee to fulfil its policy development role in a tangible way, contributing to the key decisions and actions to be taken around York's economy for the next 5 years.

### Contact Details

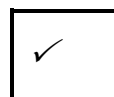
**Author:**

Phil Witcherley  
Group Manager: Economy  
& Place Strategy and  
Policy  
Office of the Chief  
Executive  
01904 55 3343

**Chief Officer Responsible for the  
report:**

Stewart Halliday  
Assistant Director: Transformation and  
Change

**Report  
Approved**



**Date** 13/7/2015

Mark Alty  
Principal Strategy &  
Economic Policy Officer  
Office of the Chief  
Executive  
01904 55 4421

**Wards Affected:**

All

**For further information please contact the author of the report**

This page is intentionally left blank

## Economic Development & Transport Policy & Scrutiny Committee Draft Work Plan 2015/2016

Meeting Date	Work Programme
17 June 2015 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Introductory Report including ideas on potential topics for review in this Municipal Year.</li> <li>2. Update Report on Scrutiny Arrangements around Make it York.</li> <li>3. Attendance of the managing Director of Make it York</li> <li>4. Work Plan 2015/2016</li> </ol>
22 July 2015 @5.30pm	<ol style="list-style-type: none"> <li>1. Attendance of Executive Members for: <ul style="list-style-type: none"> <li>• Transport &amp; Planning (Confirmed)</li> <li>• Housing and Safer Neighbourhoods (Confirmed)</li> </ul> to detail their priorities and challenges for 2015/16. </li> <li>2. To consider Executive report on Business Improvement District for York City Centre</li> <li>3. Briefing Report on Economic Strategy.</li> <li>4. Work Plan 2015/2016</li> </ol>
15 September 2015 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Attendance of Executive members for <ul style="list-style-type: none"> <li>• Economic Development &amp; Community Engagement (OK so far)</li> <li>• Environment (Confirmed)</li> </ul> </li> <li>2. End of Year Finance &amp; Performance Monitoring Report</li> <li>3. 1<sup>st</sup> Quarter Finance &amp; Performance Monitoring Report</li> <li>4. Overview Report on Low Emissions Strategy including update of Air Quality Action Plan</li> <li>5. Update Report on iTravel</li> <li>6. Update Report on Implementation of the Recommendations in Higher Value Jobs Scrutiny Review</li> <li>7. Work Plan 2015/2016</li> </ol>

18 November 2015 @ 5.30pm	<ol style="list-style-type: none"> <li>1. 2<sup>nd</sup> Quarter Finance &amp; Performance Monitoring Report</li> <li>2. Update Report on Universal Credit</li> <li>3. Six Monthly Update Report on Major Transport Initiatives</li> <li>4. Six Monthly Update Report on Major Developments within the city</li> <li>5. Economic Dashboard Update</li> <li>6. Work Plan 2015/2016</li> </ol>
19 January 2016 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Work Plan 2015/2016</li> <li>2. Update on Implementation of Recommendations in Online Skills / E-Commerce Scrutiny Review</li> </ol>
16 March 2016 @ 5.30pm	<ol style="list-style-type: none"> <li>1. 3<sup>rd</sup> Quarter Finance &amp; Performance Monitoring Report</li> <li>2. Economic Dashboard Update</li> <li>3. Work Plan 2015/2016</li> </ol>
20 April 2016 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Work Plan 2015/2016</li> </ol>
18 May 2016 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Six Monthly Update Report on Major Transport Initiatives</li> <li>2. Six Monthly Update Report on Major Developments within the city</li> <li>3. Economic Dashboard Update</li> <li>4. Work Plan 2015/2016</li> </ol>