
**Economy & Place Policy Development
Committee****27 September 2017**

Report of the Arts and Culture Scrutiny Review Task Group

**Impact of the Arts and Culture Sectors on the Economy of York Draft
Final Report****Summary**

1. This report and its annex provides the Economy & Place Policy Development Committee with all the information gathered by the Task Group set up to examine the Impact of the Arts and Culture Sectors on the Economy of York, together with the Task Group's conclusions and draft recommendations.

Background

2. At a meeting of the former Economic Development & Transport Policy & Scrutiny Committee (EDAT) in late June 2016 Members discussed potential topics for scrutiny review during the current municipal year. Members expressed an interest in a scrutiny review on the impact of the arts and culture sectors on the economy of York and asked for a feasibility report to help them decide whether such a review would add value to work already ongoing in the city.
3. This feasibility report was considered by the Committee in July 2016 when Members agreed it was a topic worthy of review and appointed a Task Group comprising Cllrs Cullwick, Looker and K Myers to undertake this work on their behalf. The Task Group was asked to agree a draft remit for the review, with an aim, objectives and timescales and report back to the Committee.
4. The Task Group met for the first time in August 2016 when Cllr Looker was appointed Chair. They agreed a draft remit and resolved to work towards submitting an Interim Report for EDAT by February 2017. The remit was:

Aim

To understand the value and impact of the arts and culture sectors on the economy of York and examine how they can further increase their impact on economic development and create additional high-value jobs in the city.

Objectives

- i. To promote cultural amenities in the city for the purpose of attracting economic investment, leading to an increase in high-value jobs and the retention of high-quality employees.
 - ii. To examine the City Council's role within these sectors and assess what further interventions the Council can undertake to support these sectors.
 - iii. To identify ways to facilitate more and better joint working among cultural organisations.
5. The Task Group agreed that the focus of the review was not the quality and content of the city's arts and cultural offer, but the economic benefits they bring, particularly jobs. The arts and cultural offer is a driver for job relocation and York is keen to attract businesses to the city. The Task Group agreed that one of the things that helps encourage people to relocate is the attractiveness of the place they look to locate to. The intention is to maximise the benefits the city already has and seek to take that forward to develop these sectors over the next decade.
6. The draft remit was endorsed by the full committee at a meeting in early September 2016.

Consultation

7. To gather evidence for the review the Task Group met representatives from numerous city organisations for discussions, including York@Large; Make It York; York Museums Trust; York Archaeological Trust; York Theatre Royal, City of York Council, the Arts Council, the Guild of Media Arts, York Business Improvement District, Indie York; the National Centre for Early Music, Explore York Libraries and Archives, Borthwick Institute of Archives, York Minister, the National Railway Museum, the Yorkshire Air Museum and Welcome to Yorkshire.

Information gathered

8. Full details of the information gathered by the Task Group are included in Annex 1, a document of almost 20,000 words. The Task Group has met representatives of all the organisations mentioned in the Consultation paragraph, above, and has considered further information around the York Local Plan, which now has a stronger cultural element, and about church and faith communities in the city. It also took into account York's existing Tourism Strategy and its Economic Strategy.
9. In addition the Task Group has considered regional information and comparisons from data provided by Historic England; research by the British Council around the value of cultural attractions, Heritage Lottery Fund research and the Culture White Paper produced by the Department of Culture, Media and Sport published in March 2016.
10. A number of recurring themes arose during the meetings with representatives of the various city organisations and these are detailed in the analysis below.

Analysis

11. York's heritage continues to be a centrepiece of its cultural offer. York attracts more than 7 million visitors per year with associated economic benefits to the city and its residents.
12. The city's historic environment is intrinsically linked to economic activity, with a large number of economic activities occurring within it, dependent on it or attracted to it. It would be useful to simplify the complex relationships and inter-dependencies between heritage, arts and culture and economic activity to understand and estimate the value added by heritage and culture.
13. York's offer is incredibly strong with numerous heritage attractions. But this array of riches could also be one of the problems. If the city had just one heritage asset then all the focus would be on that, but it has many – the city walls, the Minster, Clifford's Tower, Shambles, museums, art gallery and its other historic buildings – as well as more recent additions to the offer such as the National Railway Museum and the Jorvik Centre.

14. As a city, York is a world-renowned centre for heritage and culture. It is famous not just for its walls, museums and historic buildings but also for the diversity of its creative industries and the artists, businesses, entrepreneurs, festival organisers and retailers who make the city an economically successful and exciting place to live.
15. York is a city with a high quality of life. It is also one of the best connected cities through its transport links and its ultrafast broadband network. This combination makes it ideal for people working in the creative sectors who look to their environment for creativity.
16. While creative industries employ 3,100 in York (Business Register and Employment Survey September 2016), based on the Department of Culture, Media and Sports definition¹, this figure does not capture the overall impact of the arts and culture sectors on the local authority. For example, the proportion of the 7 million visitors drawn to the city each year by our museums and cultural attractions.
17. So while heritage and culture are an important source of economic growth and prosperity it is difficult to monetise and isolate the added value or net impact of these sectors from the activities attracted to them or embedded within them.
18. The economic value and impact of heritage and culture in York can come from a variety of sectors and functions, including: tourism; the demand from the construction sector to service heritage buildings; conservation activity; economic activity in historic buildings; investment in the investigation, research and display of archaeological sites and structures and education.
19. A Heritage Lottery Fund (HLF) study shows that historic buildings and the historic quarters of major towns and cities are the places where new ideas and new growth are most likely to happen. The research shows that the commercial businesses based in historic buildings in major cities are more productive and generate more wealth than is the average for all commercial businesses across the whole economy.
20. Moreover, the HLF research found that innovation, new products, new services – indeed, new economic growth – flourish best in cities possessing a good stock of historic, distinctive buildings. Businesses can

¹ The Department of Culture, Media and Sports defines the creative industries sector as including advertising, architecture, design, media, IT and computer services, music and publishing.

set up in older buildings with lower risk because of lower costs. Older buildings are suitable for a wide variety of business use. They have character and colour, so help create the distinctive leisure quarters of cities and an atmosphere that fosters creativity. All of this forms to create a mosaic of economic activity that is attractive to workers, visitors and to business owners alike – a rich diversity of use from which can flow the new ideas on which economic development depends.

21. The use of heritage buildings for businesses (rather than apartments) has a beneficial impact on the economy and more investment to create work space can provide a benefit the economy. For this reason the city should look to protect and utilise its stock of historic buildings so as to attract more growing business that will help drive the city's economic development. The city could also look to utilise empty space above existing shops for office use to help meet the demand from growing and start-up businesses which are looking for office accommodation in the city centre with easy access to the railway station.
22. To help develop an environment in which businesses and creative enterprises can flourish, using culture and creativity as a driver, the Guild of Media Arts was created to recognise and build on York's status as the first UNESCO City of Media Arts in the UK. While big companies are involved it also is focused at grassroots level, i.e. on business that needs help to grow and develop. A clear aim of the Guild is to retain the incredibly talented people attracted to York by the city's universities.
23. Much of the evidence from interviews acknowledges that the city is strong in innovation and talent with some 'star' companies, but conveyed a sense of fragility and concern that York lacks support for growth in a company's early stages.
24. It also indicated that while that there are young, talented artists in York, many leave the city because there is nowhere for them to express their talents. It suggested that the city should change its focus towards improving its support for contemporary arts.
25. Several organisations interviewed felt that a priority should (besides attracting students and retaining them after graduation) also be to draw younger people to the city, so as to fill the jobs that we are trying to create. To do this, York would need to be positioned – not just as a city with a tremendous history and heritage that is a 'must' to visit – but as a

great place to live which is creative, dynamic and contemporary, offering an outlet for their skills and talents.

26. York is a small and beautiful city with a good quality of life where people want to live and businesses value being in York because they can find good, talented recruits. Nevertheless, many younger people leave the city to pursue their careers and a better understanding about the reasons for this is needed at city, civic and cultural leaders' level. The limited number of available good premises which offer space for start-up businesses to grow and develop is seen as a barrier to supporting and keeping starts ups in the city.
27. Creative industries have been the fastest growing sector in York with more than 250 creative companies employing 3,000 people, although figures released in September 2016 show a small reduction in the overall number of creative sector jobs. This should be monitored and positive action taken to address any decline here.
28. The arts and culture sectors can instigate additional spending by tourists in two ways. Some visit York primarily to visit arts and cultural attractions, while others take part in arts and cultural activities during trips that are made for other purposes, potentially extending trips and generating additional spending as a result.
29. The direct impact of arts and culture activities has wider economic benefits to other sectors, such as those businesses that benefit from spending by visitors and audiences, including shops, restaurants and hotels.
30. But maintaining cultural assets and supporting and improving the arts and culture sectors is expensive. To maintain the level of investment the Task Group looked at exploring the potential of a nominal hotel tax to help meet this cost and ease the burden on Council Tax payers who fund local services which are under pressure as a result of visitor numbers.
31. Over the past decade or so, several UK cities have considered introducing an additional tax on overnight stays. Notable examples include Edinburgh, Camden and most recently Bath, but none have been introduced as yet. The specified purpose of this tax would be to contribute towards the cost of maintaining public realm spaces (rubbish collection etc.), although in York city centre some of this work is already being done by the Business Improvement District.

32. As it is not within local authorities' current power to introduce this additional tax on a mandatory basis its future implementation would be dependent on a) hotels signing up on a voluntary basis or b) gaining additional devolved power from Government.
33. Acknowledging the importance of the arts and culture sectors, not only for tourism and as employers, but also in attracting jobs to the city, many of the organisations interviewed felt it is important that the Council should make a statement of commitment to these sectors to recognise their value to the economy of the city.
34. Although the Council has traditionally had a defined leisure and culture function with a dedicated team delivering these services, this is no longer the case and its role has changed to that of a participant and collaborator, influencing and linking into the networks that are in place.
35. There is a joint view that the Council could strengthen its cultural leadership and facilitate ways of bringing various organisations together, articulate what we do as a city and be clear about York's position locally, regionally and nationally. The Council should continue to have an influence in the arts and culture sectors as these are pivotal interests for the city.
36. Arts and culture organisations in the city realise that standing still is not an option whether artistically, in their learning and volunteering practice or in their venue infrastructure. While there has been some operational joint working between organisations for some time (e.g. sharing premises and box office functions) most feel there should be more strategic collaborations.
37. The city could be more pro-active and more strategic, giving more clarity on what it can offer and what needs to be promoted. The arts and culture sectors are a large part of the economic offer and a driver for attracting economic investment. The city has many valuable attractions but is not making the most of some of them, so the Council needs to act as an enabler, ensuring effective structures are in place and looking to businesses for support and funding.
38. Many consultees consider there is latent complacency in York and feel the city should seek to raise its game. While there may be an inherent belief that people will come to York because of its arts and cultural offer, this is an increasingly competitive market and other cities (such as Liverpool and Hull) are doing more to attract visitors while York is being

held back due to what may be perceived as a lack of confidence.

39. Although tourism underpins many of the city's opportunities, driven by international and wider national visitors, there is a view that York could extend the range of its visitor experiences. Some organisations feel that the city is not setting its sights high enough and that if it is not agile enough it will be left behind.
40. Consultees believe that the city cannot afford to rest on its laurels. Even cities such as Venice, with much to offer in terms of history, culture and environment, have recognised the need to hold a collection of major international festivals throughout the year.
41. While York is a flourishing heritage and destination tourism location, its offer could be better joined up. Consultees are keen to see more collaboration in promoting the city as a place of world-class importance as well as being contemporary and forward looking.
42. To help achieve this, the city should promote a clearly defined cultural strategy with the Council showing leadership in its creation and adoption. The Council should also support the Cultural Leaders Group in working as a cohesive unit to build and achieve wide acceptance of the cultural strategy.
43. The city's cultural attractions are among the best in the UK and these can be used to attract inward investment as well as tourism. Allied to this, new ways of attracting visitors could be explored, e.g. an initiative to develop ancestral tourists to the city could bring high-end international visitors who want to walk in the footsteps of their ancestors.
44. Such links to the past deserve to be taken forward to the future and the city's youngsters should be encouraged to learn about and value its history and heritage. An initiative could be to give every child in York, say between ages seven and 16, a cultural passport to walk the Walls and visit attractions such as the Minster, museums, YTR and NRM to encourage them to appreciate this from an early age.
45. In recent years York has been described as a City of Festivals and some of these festivals are clearly useful both as attractions in their own right and as a tool for community engagement. Nevertheless many organisations felt that the idea of holding fewer but better quality festivals should be considered. Consultees pointed out that festivals which disappoint may devalue other festivals, damaging whatever brand

identity has been created, so strong quality control is fundamental.

46. They also felt that more could be done to attract more world-class events, or even to further establish York's identity in events held across Yorkshire in which the city could play an even greater part.
47. In the festival context, while the forthcoming Mediale is an initiative which will help attract different types of people to York there was evidence that other established events, such as the Mystery Plays, are directly not connected to other things going on in the city, indicating that a more co-ordinated approach should be adopted.
48. Many of the city's major events and festivals are held outdoors, particularly in the city centre. To ensure that safe and attractive space is available consideration should be given to implementing one of the aims of the city's Economic Strategy: "To invest in a programme of maintenance and enhancement of public realm in York city centre to improve its attractiveness as the 'shop window' of the city."
49. In many cases the infrastructure in the city centre's open spaces does not facilitate staging major public events and this will have to be reviewed at some stage. Consultees felt that it is important the city takes an overview of its performance spaces and cultural usage within the built environment.
50. The city celebrates its Viking heritage in many ways, including the Jorvik Viking Centre and Europe's biggest annual Viking festival, yet its Roman past is overshadowed by comparison. York's international status is built on its Roman foundations and consultees suggested that greater emphasis on this could be needed. A project to raise the profile of its Roman history could have huge benefits for the city.
51. York's heritage can thus be a driver for further economic development as the past is a huge enabler of the future – it need not be a barrier to change but can be a catalyst for further development providing opportunities for much more creative dialogue about better use of the past to help grow future prosperity.
52. Many consultees agreed that York needs greater clarity about its role in the wider Yorkshire offer. The city contributes both to Make It York and Welcome to Yorkshire and should encourage them to work better together. The Council should consider the role of Make It York when it

comes to review MIY's Service level Agreement.

53. There is a lack of clarity among arts and culture organisations in the city about the function of Make It York. More could be done in terms of co-ordinating and promoting events in York and these organisations need to be supported in working in more cohesive ways. MIY could contribute to the narrative about York's ambitions.
54. There is a feeling among some organisations that MIY is competing with cultural bodies for Arts Council money, rather than supporting them. They agreed that MIY should facilitate greater co-production, co-operation and collaboration in the city, while CYC could give a strategic view with regards to arts and culture. By providing a co-ordinating role for joint funding bids MIY should be the glue that holds this all together to make sure the most is made of what is available.
55. When MIY was established the core message was that York is a brand and there is a need for city organisations to show greater co-operation. MIY is working to tie together modernity and the contemporary cultural offer with the city's heritage, as evidenced by initiatives such as Mediale and the development of digital arts.
56. The city should also further consider visitor enjoyment, which is being marred by incidents of anti-social behaviour, particularly at weekends, which presents a threat to the general ambience of York. This is a growing issue for the city and proactive measures need to be considered to find a solution.
57. Because York is seen as a safe city which is highly accessible and has a concentration of entertainment venues it has become a magnet for hen and stag parties. While these contribute significantly to the hospitality industry some also have a negative impact on the city. According to MIY there has been a decrease in city-centre footfall on Saturdays and an increase in footfall on Sundays as city residents are boycotting the centre on Saturdays because of incidents of drunkenness and nuisance. This is damaging to York's reputation and threatens the viability of other events.
58. There should be determined effort to address this issue, which is perceived as one of the city's bigger challenge. A way forward could be to stage a one-day symposium of all interested parties including the police, the transport police, CYC and the BID, among others, to develop a strategic action plan.

59. The Arts Council has indicated that if CYC gives a commitment that it is prepared to invest in the arts and culture sectors, the Arts Council will respond. The amount of funding granted by the Arts Council is dependent on the city's ambition and commitment, the match funding it is prepared to put forward and the quality of the bid. The financial support given to a project is one of the factors that is taken into account when bids are assessed, and a lack of strategy appears to be affecting York's ability to attract funding.
60. Arts Council considers York to have quite high levels of engagement against the national average – this reflects education, the economic situation in the area and childhood experiences. Therefore, in terms of engagement, York would not normally be a priority.
61. York could be more ambitious and co-ordinated in terms of its arts and cultural offer, which could be programmed better with more effective collaboration between various organisations. The city should have a much clearer strategy about where it wishes to focus; there should be an understanding of CYC's role, and the part it played in investment in arts and culture. CYC could have an important role to play in facilitating this collaboration.
62. Welcome to Yorkshire can help provide increased exposure for York events and attractions to a wider regional, national and international audience and the city can benefit from a stronger relationship between Welcome to Yorkshire and Make It York as CYC invests in both. It is important to look at the opportunities to be gained through the Yorkshire brand without losing York's own brand.
63. The number of tourists attracted to York places a lot of pressure on the city centre and it is essential the visitor experience is joined up. One of the issues with York is to find your way round, there are problems with signage and way-finding is difficult. The finger posts around the city are felt to be unsuitable for guiding visitors to lesser known places of interest. More need to be done to improve way-finding, not just through maps or signage but also through cross-promotion between different organisations. The use of appropriate technology (e.g. apps to develop a creative approach to digital signposting / communicating what's on and things to do and see in the city) would effectively support this.
64. While the Minster is the jewel in the crown of York's tourism offer any conversation about a strategy for enhanced co operation in the cultural and heritage sector should include the church and faith communities

strand of the city's history. It is a history of which the city cannot be consistently proud as it includes periods of terrible persecution (e.g. of Catholics and of Jews) but it is nevertheless a very significant part of York's story and a large part of its cityscape. Streets and places like Monkgate, Petergate, Stonegate, Kings Square, Priory Street, Nunnery Lane, Carmelite Street, Precentors Court and others remind us daily of this heritage.

65. As employers and through their contribution to the visitor experience, cultural offer and quality of life in York the churches and faith communities are a driver for attracting tourists, businesses and incomers. Collectively they play a significant part that can be overlooked and overshadowed by the attention given to the Minster.
66. Today the city has a diverse offer with Spanish, Polish, Chinese, Korean, Indian and other congregations and enjoys positive cooperation between faith communities including Jewish, Muslim, Hindu, Baha'i and Sikh. This contributes to strong social cohesion and community relations.
67. York has always been recognised as a leading centre economically, militarily and educationally, but the city has also consistently been a leading spiritual centre. With the home of the Archbishop and the wealth and vibrancy of its spiritual landscape, it still is.

Conclusions

68. The value of the arts and culture sectors on the economy of York cannot be underestimated. A significant number of the seven million visitors to the city every year are drawn here by the arts, culture and heritage offer. But this tourism market that is growing increasingly competitive with towns and cities regionally and nationally investing heavily to attract the tourist pound.
69. York's rich history gives it a clear advantage, but the city cannot afford to be complacent and expect visitors to continue to arrive when there are a growing number of other competing attractions. The city should have a strategy to ensure York remains a key destination. This should be created and delivered through a collaboration of city organisations to ensure that York retains its place high on the tourist map – it was placed 7th in Trip Advisor's Travellers' Choice top UK destinations in 2017. It should also be proactive in ensuring that its arts and culture offer is joined up. Huge crowds visit the Minster every day but there are hidden gems all around the city that are rarely seen by visitors and these need

to be opened up by an efficient way-finding system to guide visitors around and enhance the visitor experience.

70. The Arts Council has made it clear that it will back the ambitions of those councils which invest in arts and culture, or which find innovative models for developing the future of arts and culture in their city. York has a rich arts and culture offer but in many ways the offer is fragmented and there needs to be collaboration and cooperation between all major city arts and culture organisations. A defined cultural strategy with strong Council leadership could help achieve this and present a united front for the city when seeking new funding opportunities to help arts and culture organisations, museums and libraries to continue to thrive.
71. The Council should recognise the work being done by the Cultural Leaders group to create a cultural strategy and should support its endeavours by making available a one-off sum of money early in the new financial year to support the development of a cultural strategy, along with an offer of support for secretarial services and alike as and when required.
72. Culture and the creative industries are of significant economic importance to York – as an employment sector, a driver of innovation and a part of the city's tourism offer. Arts and culture should not be regarded as an 'add-on' but an economic driver. Creativity is the basis for innovation and delivering a more productive economy. Culture and the arts drive pride in place and a sense of identity and belonging. They are good for social cohesion and mental health, reducing the impact on social care and health budgets. The city should clearly demonstrate its commitment to the arts and culture sectors so York continues to be a desirable place to live and this in turn will help attract inward investment.
73. York is by no means alone in trying to present itself as a city that is dynamic and contemporary and full of great digital and creative businesses as it tries to attract students, retain them once they have graduated and attract younger people to fill jobs that are created in these sectors. In addition to its fantastic history and heritage one great thing that is unique to York is its status as the UK's first city of media arts. Next year's Mediale exists to progress this positively as it will bring media art to life for people. It will be a £1million international festival and an important part of the city's inward investment proposition based around York Central, the city's links to London and being the UNESCO city of media arts. It is a piece in the jigsaw that is really important for our future prosperity. It is part of the story as to why York is a great place to live.

74. Creativity, culture and the arts provide powerful opportunities for places to grow and develop. Heritage assets such as buildings and historic industrial sites can play a key part in the future regeneration of the city. More investment to create work space will benefit the economy, transforming building in the city into flats will not. Improving the historic environment and character of a place can lead to those places being much better to live in, work in, do business in and visit.
75. It is important residents grow up to appreciate just what assets they have in their own city and this should be nurtured from an early age. This can be achieved in part by helping youngsters develop an early interest in their city and its heritage through an initiative, a cultural passport, to encourage them to walk the Walls and visit attractions such as the Minster, museums, YTR and the railway museum.
76. A cultural events programme across the city is important and appropriate resources should be put in place. The city needs to further demonstrate its ambition, which it is doing through planned high-profile events such as Mediale. However, while events and festivals can support York as a year round destination these must be of sufficient quality to attract visitors from all parts of the UK and beyond. Events and festivals that disappoint can have a negative impact on other events planned in the city.
77. CYC needs to consider issues around the infrastructure of the city centre as there is a risk that events may be staged in a physical environment that is potentially unsafe. The current state of the pavements in Parliament Street could put planned events at risk. It is important CYC invests in a programme of maintenance and enhancement of public realm in the city centre, as recommended in the city's Economic Strategy, to improve the attractiveness and safety of the city.
78. A stronger relationship between Make it York and Welcome to Yorkshire could bring additional benefits to York as Welcome to Yorkshire can further promote York's events and attractions on a broader regional, national and international stage and this would reflect City of York Council investment in both bodies.
79. Explore York and the Borthwick Institute both hold invaluable archives relating to York and the wider Yorkshire region which present the city with an opportunity to develop heritage tourism. The popularity of television programmes such as Who Do You Think You Are? and the ease of discovering family trees via the internet has seen a huge growth in heritage tourism in other parts of the UK. People, particularly high-end tourists from North America, South Africa, Australia and New Zealand,

now want to walk in the footsteps of their ancestors and learn more about their real life history.

80. And while it is important to develop the tourism market in many and diverse ways more needs to be done to make sure the visitor experience is as pleasant as possible. An issue facing the city is the perception of anti-social behaviour and steps should be taken to reduce this. This cannot be achieved by any individual organisations and clear multi-agency approach is needed.
81. Finally the city should develop a narrative around its ambitions. Our city has a rich history with diverse arts and culture sectors, but it needs to be emphasised that it is also modern and vibrant with a clear vision for the future. York should to be promoted as an attractive place in which to live, work and visit so as to further attract inward investment, from the tourism and creative industries markets and elsewhere.

Draft Review Recommendations

82. The Task Group recommends to the Executive that it clearly demonstrates its commitment to the arts and culture sectors so York continues to be a desirable place to live, which in turn will help attract inward investment, and that:
 - i. The cultural strategy work is progressed with strong Council leadership;
 - ii. The Council supports the work of the Cultural Leaders Group, recognises the work it is doing to facilitate a cultural strategy and invites the Executive to further support the Cultural Leaders' Group by making available secretarial services and alike;
 - iii. The Council makes available a one-off sum of money, early in the new financial year, to support the development of a cultural strategy;
83. The Task Group also recommends that the Executive:
 - iv. Seeks ways of protecting and utilising the city's stock of historic buildings to attract more growing business, rather than turning them over for housing, and explores the possibility of using vacant space above existing shops for office use;

- v. Explores all means available of achieving the improvements to the public realm in the city centre, particularly Parliament Street, to ensure the safety and viability of major outdoor events;
- vi. Creates an initiative to give every child in York a cultural passport to encourage them to appreciate from an early age the heritage and cultural attractions that exist in the city;

84. The Task Group recommends that the Safer York Partnership:

- vii. Facilitates a one-day symposium involving all interested parties to address issues and perceptions around anti-social behaviour in the city

85. The Task Group further recommends that the Executive reviews the role of Make It York within the arts and culture sectors and encourages Make It York to:

- viii. Develop with partners a narrative about York's ambitions and clarify its position within the wider Yorkshire offer;
- ix. Concentrate its focus on higher quality events and festivals in the city centre to attract more high-end tourists to the city;
- x. Facilitate greater collaboration and co-operation between arts and culture organisations in the city.
- xi. Explore the possibility of developing a heritage tourism strategy within the cultural strategy;
- xii. Bring together interested parties, including the York Civic Trust, CYC, BID, MIY etc, to devise a comprehensive 21st century system of way-finding within the city using all available methods and technologies;
- xiii. Recognise that Welcome to Yorkshire provides a useful showcase for York and its events and attractions and seek a stronger relationship between the two organisations as CYC invests in both.

Options

86. Members are asked to consider the report, its annex and its draft recommendations and can:

- a) Identify any additional work needed to conclude the review;

- b) Indicate any amendments or additions they may wish to make to the draft recommendations;
- c) Sign off the review as having been completed.

Council Plan

87. This review supports A Prosperous City For All; A Focus on Frontline Services and A Council That Listens to Residents elements of the Council's Plan 2015-19.

Implications

88. The following implications have been identified as a result of the review recommendations in paragraphs 82-85 above.
- **Financial:** To support the Cultural Leaders' Group by making available secretarial services and alike would require a budget of around £6k p.a. and this would need to be the subject of a growth bid within the budget process. A one-off sum to support the development of a cultural strategy would need to be in the region of £20k and again would need to be subject of a growth bid within the budget process.
 - **Human Resources (HR)** If the recommendations are agreed, secretarial support will be provided in accordance with the councils HR processes.
 - **Equalities:** There are no equalities implications
 - **Legal:** There are no legal implications
 - **Crime and Disorder:** There are no crime and disorder implications on the Council from the recommendations in this report. There could be implications on the police in facilitating a symposium around anti-social behaviour as they are responsible for that area of Safer York Partnership business.
 - **Information Technology (IT):** There are no IT implications.
 - **Property:** There are no property implications

- **Other:** No other implications have been identified

Risk management

90. There are no direct risks associated to the recommendations in this report. However, as the arts and culture sectors are so valuable to the economy of York there are clear risks that if the city has no defined strategy to promote and co-ordinate its offer. York is facing a growing challenge from other towns and cities throughout the UK that are actively promoting their own heritage, arts and culture offers. If York were to slip down the UK list of key destination cities this could impact on both the tourism economy and further inward investment.

Recommendations

91. Having considered the information within this draft final report and its annex, Members are asked to:
- i. Identify what additional work, if any, is needed to conclude the review, or,
 - ii. Consider and endorse the draft recommendations arising from the review as shown in paragraphs 82-85 above, prior to the report being presented to the Executive.

Reason: To conclude the work of this review in line with scrutiny procedures and protocols.

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Report Approved ☒ **Date** 15/09/2017

Wards Affected:

All ☒

For further information please contact the author of the report

Annex

Annex 1 – Information gathered

Abbreviations:

BAFTA – British Academy of Film & Television Arts

BRES – Business Register & Employment Survey

CYC – City of York Council

DC Lab – Digital Creativity Laboratory

EDAT – Economic Development & Transport Policy & Scrutiny Committee

EU – European Union

FTE – Full Time Equivalent

GDP – Gross Domestic Product

GVA – Gross Value Added

IT – Information Technology

MIY – Make It York

NPO – National Portfolio Organisation

PAYE – Pay As You Earn

UNESCO – United Nations Educational, Scientific & Cultural Organisation

YAT – York Archaeology Trust

YMT – York Museum Trust

YTR – York Theatre Royal

WHS – World Heritage Sites