

## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 2: THE ECONOMY AND BUSINESS

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
E1: We recommend that City of York Council and its partners adopt ambitious plans for the future economy of York, with an aim to double the city's economy by 2026. We ask City of York Council and its partners to create an economy which supports knowledge-led businesses; which develops its tourism industry to achieve higher added value; which promotes financial and professional service activities; and which creates a supportive business environment.	CYC in partnership with other key organisations including LSP, LLP, CCP, EDPB, york-england, YPI, SCY, FSY.	<p>Consider and adopt the vision and strategic goals, depending upon outcomes of further consultation and analysis.</p> <p>Link to LSP Sustainable Community Strategy, CYC Strategic Plan and LDF core strategy.</p> <p>Joint consultation on the Sustainable Community Strategy and LDF core strategy to take place in September/October alongside consultation on the Future York Group report.</p>	<p>Through:</p> <ol style="list-style-type: none"> <li>1. Revised Sustainable Community Strategy;</li> <li>2. Incorporation into CYC strategic objectives;</li> <li>3. Development of LDF core strategy;</li> <li>4. Co-ordinated proposals for Yorkshire Forward support.</li> </ol>	<p>HIGH</p> <p>April 2008</p> <p>Review of Corporate Priorities agreed by Executive</p> <p>Preferred options for LDF core strategy to be agreed by April 2008.</p> <p>Yorkshire Forward priorities to be launched November 2007.</p>
E2: We recommend that City of York Council adopt a formal procedure for contacting key businesses within the city to discuss their needs, perhaps expanding on the current Key Account Management arrangements with the largest businesses. We further recommend that City of York Council develops streamlined communication and consultation channels with business and that a climate of cooperation is extended to both existing	<p>CYC with york-england, Business Link, Yorkshire Forward</p> <p>Will require CYC commitment at the highest</p>	<p>Structured high level meetings with key officers/members, co-ordinated with existing partner activities.</p>	<p>Identification of businesses and development of a regular programme of contacts, following principles of key account management.</p> <p>Need to look at funding issues – i.e. co-ordination of delivery and feedback, commitment to resolve issues for the client.</p>	<p>HIGH</p> <p>December 2007</p>

organisations and potential investors.	level – chief officers, managers.			
<p>E3: We recommend that Science City York continue to be supported as a key programme for the future. We endorse the proposals of Science City York, and of City of York Council, and the University of York for the expansion of innovation activity, for the provision of high quality sites and premises for science-based businesses, and for the proposed University of York developments at Heslington. Science City also needs to develop engagement with the wider business community in York in order to leverage the benefits of its nationally recognised status.</p>	<p>CYC with SCY, YPI, the Universities, EDPB, YF</p>	<p>Development of proposals through the formation of a business plan for the Company Limited by Guarantee.</p>	<p>Funding for the long term needs to be identified through the SRIP, European initiatives, Leeds City region, and Yorkshire Forward.</p> <p>Also, need to continue to lobby for Central Government response to the Treasury paper submitted by SCY for the Comprehensive Spending Review 07.</p>	<p>HIGH December 2007</p>
<p>E4: We recommend that City of York Council strengthen its tourism partnership, by having a tourism partnership organisation, working with the private sector to deliver growth in tourism spend which exceeds Yorkshire Forward's 5% per annum target for the city. The partnership should adopt a plan which aims to deliver transformational enhancements to York's visitor attractions; improvements to accommodation and hospitality provision within the city; and to the quality of the public realm, in order to attract higher added value in the tourism sector, and strengthen the city's function as a tourism gateway to the region. This is likely to require a creative approach to securing the necessary funding which involves both the public and private sector, and the lobbying of government for financial assistance.</p>	<p>CYC with the new Single Tourism Organisation for York, taking account of the existing Tourism Strategy and Action Plan.</p> <p>Links also to Yorkshire Tourist Board, YF support, and the City Centre Partnership.</p>	<p>Strengthening of partnership working on tourism in York in support of the Tourism Strategy and Action Plan.</p> <p>Formation of the new Company Limited by Guarantee for taking forward the Single Tourism Organisation for York will require the development of a business plan to support the strategic objectives set for the company..</p>	<ol style="list-style-type: none"> <li>1. Development of business plan;</li> <li>2. Continuation of actions to support the Tourism Strategy;</li> <li>3. Additional and continued support for a phased and prioritised programme of tourism product development, place-shaping and marketing proposals from CYC, tourism members and Yorkshire Forward.</li> </ol>	<p>HIGH April 2008</p>

<p>E5: We recommend that City of York Council work closely with key business sectors, particularly manufacturing and financial services, to better understand their needs; to create appropriate conditions both for their continuing success within the city; and to foster future growth opportunities.</p>	<p>See E1/E2 – issue of high level CEO involvement with business implies direct Council engagement – otherwise use partnerships such as SCY, Business Link YPI</p>	<p>Need to consider scope for further cluster development, to build upon the successful programme developed through SCY.</p>	<ol style="list-style-type: none"> <li>1. Continuation of SCY cluster work;</li> <li>2. Examine the scope to develop the financial and business sector further in York, linked to proposals being developed through Leeds City region.</li> </ol>	<p>MEDIUM</p> <p>Spring/Summer 2008</p>
<p>E6: We recommend that the council conduct an analysis of the primary factors which both attract and dissuade companies from choosing York as a business location.</p>	<p>CYC with york-england, SCY, Yorkshire Forward Business Link and others</p>	<p>Liaise with york-england, SCY and Yorkshire Forward to carry out research into potential inward investment decision making.</p>	<p>Research work leading to a programme of action to support inward investment, building upon the strengths and objectives for the City.</p>	<p>HIGH</p> <p>December 2007 onwards</p>
<p>E7: We recommend that City of York Council works closely with Yorkshire Forward and Science City York to develop an effective inward investment programme to support its aspirations.</p>	<p>As E6 above</p>	<p>As E6 above</p>	<p>As E6 above</p>	<p>As E6 above</p>
<p>E8: We recommend that City of York Council engage fully with the Leeds City Region and play an active leadership role in its development. We recommend that City of York Council be pro-active in shaping both regional and city-regional agendas, and argue for the investment priorities that will help</p>	<p>CYC with Leeds City Region.</p>	<p>Need for a cross-Council, corporate approach, also involving SCY and the Single Tourism Organisation.</p>	<p>Involvement in Leeds City Region structures and support for the development of the LCR business plan.</p>	<p>HIGH</p> <p>December 2007</p>

shape York's long-term economic future.				
E9: We recommend that City of York Council develop appropriate mechanisms to support local businesses in engaging in overseas trade and capitalising on York's internationally recognised brand name.	CYC with YSMBAC, Business Link, Chamber, DTI (UKTI) and SCY	Will require further discussion with the new provider of Business Link services	Programme of local action to be developed with Business Link	MEDIUM April 2008
E10: We recommend that City of York Council delivers a programme to challenge the perception of high unit labour costs in York.	CYC with york-england, Yorkshire Forward and employers	To incorporate into E6 above	To incorporate into E6 above	To incorporate into E6 above

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### CHAPTER: 3: SKILLS AND INCLUSION

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
<p>S1: We recommend that City of York Council work with business and other key partners, and support the work of Learning City York, in analysing the city's skills needs and the spatial mismatches between labour demand and supply. This will enable more specific targeted policy responses to be developed.</p>	<p>Learning City York and its partners – LA, LSC, providers, agencies etc</p>	<p>Strategies &amp; infrastructures already in place to build on:</p> <ul style="list-style-type: none"> <li>• Adult Skills Strategy</li> <li>• 14-19 Strategy for Education &amp; Training</li> </ul> <p>Both strategies need to review progress in light of Future York report and, given new national policies and ministerial changes, there is a need to review the role, responsibility and funding of the Learning City (York's Lifelong Learning Partnership).</p> <p>Currently, the LSC leads on the remit for and funding of adult skills (post-16), with the exception of Higher Education. One of the biggest risks of the new ministerial changes is that by separating 14-19 funding from adult and HE (with commissioning responsibility for 16-19, as well as pre-16 transferring to the LA), the benefits of</p>	<p>Through existing infrastructures</p>	<p>HIGH</p> <p>Annually (with interim progress reports)</p> <p>Review of Partnership Autumn 2007</p> <p>Revised Adult Skills and 14-19 Strategies to be in place by April 2008</p>

		<p>education working across all ages is lost. There's also a risk of losing the benefits and contributions of FE, work-based learning and apprenticeships (all identified as critical to the future of the UK economy by Leitch). Conversely, there is an opportunity to strengthen Learning Partnership arrangements in the city for education, training and skills (14-19 and adult) to ensure that the generic skills issues that we need to tackle across all ages are cohered and the learner journey is seamless.</p>		
<p>S2: It is essential that all of the city's residents are given the opportunity to develop basic employability skills. We encourage schools, colleges, NYBEP, the LSC and Learning City York to work together to develop this guarantee. We recommend that, given the importance of creativity, enterprise and innovation to York's economic success, partners should work together to ensure these skills are also developed among young people. In addition, we recommend that education providers involve local employers in promoting the qualities that employers are seeking to young people. Employers should be encouraged to participate in these activities.</p>	<p>14-19 Partnership (NYBEP &amp; schools)</p> <p>14-19 Partnership / Children's Trust joint initiative?</p>	<p><b>Employability skills (inc. Creativity, enterprise &amp; innovation)</b> – already picked up through 14-19 Strategy and work that NYBEP is leading on to embed 6 key work-readiness skills within the curriculum. These 6 key employability skills were identified by the Business Forum (group of large local employers who meet with NYBEP to support Business Education Links)</p> <p><b>Young York Award</b> concept - Develop a framework that will formally credit the</p>	<p>Work-readiness pilots within schools across the city</p> <p>Need to cohere the work of V, Youth Service &amp; NYBEP work readiness pilots within a new framework. Need to identify the funding to support the</p>	<p>HIGH</p> <p>On-going</p> <p>14-19 Priority for 2007/08</p>

	<p>14-19 Partnership</p>	<p>transferable 'life/work' skills that young people acquire through their contribution to society, community participation and volunteering, as well as their programme of education or training</p> <p><b>Note:</b> Adult Employability skills, &amp; recognising/accrediting transferable 'work' skills from different aspects of a person's life, is being picked up through the worklessness programme proposal.</p> <p><b>Employer Engagement Strategy 14-19</b> – being developed to underpin the city-wide 14-19 needs for curriculum developments, information advice &amp; guidance / careers education, NEETs strategy and workforce development. NYBEP (on behalf of Learning City) are currently conducting a survey with employers and education / training providers to audit both existing and potential future employer involvement.</p> <p><b>Note:</b> Need to cohere the 14-19 Strategy with other</p>	<p>development.</p>	
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		emerging Employer Engagement strategies for Adult skills; key account management concept etc. – CYC to take a lead?		
S3: We recommend that the scale and impact of Further and Higher Education in the city be increased, ensuring that the expansion and diversification of learning opportunities are central to increasing economic activity and broadening cultural life.	Higher York and CYC	<p>Development of proposals for Heslington East (University of York), York St.Johns and York College</p> <p>Currently, the LSC leads on the remit for and funding of adult skills (post-16), with the exception of Higher Education (led by HEFCE). <b>See S1</b></p> <p>York College commissioned a report on the economic impact of the college to the local economy is due out end Dec 2007.</p> <p>Need to better cohere the work of Learning City &amp; Higher York.</p>	York College and York St Johns developments under way; further detailed planning applications expected for Heslington East following Secretary of State`s approval.	<p>HIGH</p> <p>Now awaiting submission of further applications from University of York for Heslington East – aim for site to be operational by October 2009</p>
S4: We recommend that City of York Council support the work of Learning City York, and work with partners, including employers at Science City York to increase the proportion of the workforce with technical skills. We also recommend that more opportunities be developed for graduate placements with relevant employers, to facilitate a greater number of opportunities for both employers and graduates to transfer knowledge and	Learning City, SCY & HE	<p>Picked up within the Adult Skills Strategy – however, need to further develop a specific Science City Skills Strategy for each sector that will underpin the Adult Skills strategy.</p> <p>Need to focus on specific strands of activity for</p>	More multi-agency sector specific initiatives, such as the SRAP funded Creative Opportunities programme that addressed ‘technical skills’, ‘business skills’ and ‘inspirational’ activities for different client groups ie: adult community, graduates, aspiring entrepreneurs,	<p>HIGH</p> <p>Following review of the Adult Skills Strategy, April 2008</p>



skills.		graduates.	<p>(Learning City managed, working with Science City, Higher York, Future Prospects, York College)</p> <p>Developed / co-ordinated by the new SCY Skills Co-ordinator through the Science City Skills Committee &amp; Learning City networks.</p> <p>Yorkshire Forward Higher Level Skills funding should help to support this area. <b>Note:</b> It's all gone quiet on the commissioning / procurement process.</p>	
S5: Innovation and entrepreneurship are vital in sustaining competitive city economies. We recommend that City of York Council and key partners develop a more proactive approach to the development of an entrepreneurial workforce	Enterprise Cafe – Business Link lead working with Learning City and other partners across the sub-region	<p><b>Entrepreneurship for young People (16-30)</b> – Business Link has set up an Enterprise Cafe group to develop an action plan to address key priorities that will help to stimulate entrepreneurship activity and inspire young people, 16-30. The ad-hoc group (supported by Peter Ide at Yorkshire Forward) includes Learning City, Future Prospects, NYBEP, University of York. Now that 9 key priorities have been agreed by the group – it's important to share these plans with wider stakeholders (inc. CYC) to ensure that the</p>	<p>Share plans with wider stakeholders &amp; align developments with other activities, inc. 14-19 &amp; Adult Strategies</p> <p>Potential opportunity to draw down ESF to support development plans</p>	HIGH 2007/08

		<p>work coheres appropriately (See attached)</p> <p>Also links to the emerging Employer Engagement Strategies through 14-19 &amp; Adult Skills</p>		
<p>S6: We recommend that in addressing each of the above recommendations, City of York Council engage fully with local businesses</p>	<p>Relates to key account holders section – see E1, E2</p>	<p>Links back to:</p> <ul style="list-style-type: none"> <li>• Key account management concept</li> </ul> <p>Employer engagement strategies</p> <p>NB need to avoid cynicism by employers re: “initiative fatigue”</p>		<p>HIGH</p> <p>See E1/E2 above</p>
<p>S7: We recommend that City of York Council work with key partners and relevant stakeholders to ensure that the disparity in incomes within the city does not widen as the economy expands. Positive action is taken to ensure that as many residents and employees as possible can benefit from new economic opportunities.</p>	<p>CYC with LLP, Future Prospects, York Training Centre, CVS, Jobcentre. Welfare Benefits Unit, Jobcentre +</p> <p>Also SCY with public understanding of science aim</p>	<p>Development of programme to tackle “worklessness” focussed on most disadvantaged areas within the City</p> <p>Links back to Adult Skills Strategy &amp; the worklessness issue.</p> <p>Worklessness programme proposal – aligned to SRIP; potential ESF funding opportunities, etc. – will engage with employers to provide intermediate labour market opportunities</p>	<p>Programme of activity to be funded via SRIP and ESF</p>	<p>HIGH</p> <p>3 – 5 yr programme 2007 – 10 – 13</p> <p>Application to be submitted early 2008</p>

<p>S8: We recommend that City of York Council consider the application of a local employment provision clause to major developments where appropriate. This would ensure that residents from deprived communities gain access to employment opportunities.</p>	<p>CYC Planning (S106).</p>	<p>Policy to be considered as part of the LDF policies and proposals. Potential link to Future Prospects to assist with any implementation.</p> <p>Examine good practice elsewhere, eg good model in Sheffield – should support opportunities for young people &amp; adults</p> <p><b>Note:</b> York Youth Build development</p>	<p>Through consideration as part of the LDF Core Strategy, Development Control Policies Plan and the Area Action Plans for York Northwest and the City Centre. Consideration also to be given to preparing supplementary planning guidance to set out how such a policy could be implemented.</p>	<p>MEDIUM</p> <p>Adopt the LDF Core Strategy by 2009 and the other LDF documents in 2010</p>
<p>S9: We recommend that City of York Council, in collaboration with relevant partners and other stakeholders, develop a targeted strategic response to economic inclusion in the city's most deprived areas. This should maximise the contribution of learning to social cohesion, local regeneration and economic growth.</p>	<p>CYC with LLP, Connexions, CVS, FP, Jobcentre +, LSC, Employers</p>	<p>See S7 above.</p> <p>Flags up the importance of working with the Social Inclusion Partnership &amp; the vol/com sector.</p> <p>Worklessness Programme Proposal</p>		
<p>S10: We recommend that the local authority work with its partners to respond to the needs of individuals, families, communities and employers in addressing worklessness and social exclusion.</p>	<p>See S7 above</p>	<p>See S7 above</p>		
<p>S11: We recommend that City of York Council conduct an analysis of the destinations of employees made redundant from British Sugar, Nestlé and Norwich union in 2006. We urge the employers involved to co-operate in this study in the interests of creating better</p>	<p>CYC with FP, employees and whichever outplacement agency was</p>	<p>Research proposal to be developed</p>	<p>Further discussions to be held with Yorkshire Forward who have expressed an interest in being involved with this project</p>	<p>HIGH</p> <p>December 2007</p>

support mechanisms for local workers.	used by these firms			
S12: We recommend that City of York Council make representations to Central Government for the application of greater freedoms and flexibilities in implementing support programmes to bring people into employment	CYC and MPs; also enlist support from local businesses and communities	Lobbying of central government to be undertaken	To be considered further by the Learning City York partnership	

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### CHAPTER: 4: INFRASTRUCTURE AND CHALLENGES FOR CHANGE

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
In1: We ask City of York Council to provide the additional resources needed to ensure that the Local Development Framework is adopted by 2009, so that a strong and statutory planning framework is in place to support and guide future economic development, housing and transport infrastructure requirements.	CYC	Programme of action to be developed, balancing quality of production against time in order to make sure the LDF meets the required standards.	<p>Programme will require additional resources and staffing.</p> <p>Report to be prepared on the scope for acceleration whilst noting that key elements of the LDF process are fixed (eg a three stage process, each subject to public consultation). The timescale is already tight, with three years the norm for LDF documents. The key means to accelerate the LDF process will be to consider: 1. twin tracking the policy development and sustainability process; 2. additional staff to speed up the analysis of consultation responses and the document drafting stages; 3. reviewing procedures for Member involvement and approval; 4. assume a shorter time to receive the Inspectors report after public examination.</p>	<p>HIGH</p> <p>Programme to be developed and reported to Members in Autumn 2007, with recommendations and budget proposals to support this.</p>
In2: We recommend that City of York Council as Local Planning Authority presents a supportive approach to economic development proposals, including providing a	CYC	Programme of action to be developed, taking account of review report requested as	Likely to require additional resources and staffing to support pre-application	<p>HIGH</p> <p>Programme to be developed by</p>

<p>'key contact' for each scheme and taking an integrated 'development team' approach to major proposals.</p>		<p>part of the party protocol.</p>	<p>negotiations</p>	<p>December 2007</p>
<p>In3: We urge City of York Council to ensure that the Local Development Framework and its Core Strategy fully reflect the Future York Vision recommended elsewhere in this report.</p>	<p>CYC</p>	<p>See VL1/E1</p>		<p>HIGH April 2008</p>
<p>In4: We ask City of York Council to recognise the need for the employment approach in the Regional Spatial Strategy to be supportive of the city's economic development objectives, particularly in terms of the employment growth projections and land requirements identified. The council and its key partners should make strong representations on this if the Inspectors Report is not supportive of this approach.</p>	<p>CYC</p>	<p>RSS Panel recommendations now received and the Government Office have now published proposed changes taking account of the Panel report and all representations received. This is currently subject to consultation.</p>	<p>To report to Members by the end of the consultation period on the implications of the proposed changes for York and the need to make for any further representations.  The findings of the LDF York Employment land review will be used to support our approach.</p>	<p>HIGH April 2008</p>
<p>In5: We urge City of York Council to work with neighbouring authorities to ensure a supportive and consistent economic development, employment, land, housing and transport strategy across the sub-region and region.</p>	<p>CYC with counterparts in the Leeds CR, the LSP also other agencies with a wider brief than York: SCY, LSC etc</p>	<p>Further work on the Leeds City Region development programme, taking account of the implications emerging from the Government's sub-national review of economic development and regeneration. Consideration to be given to commissioning a study of York and its hinterland to identify the future housing and employment growth scenarios and the transport implications of these.</p>	<p>Need to build upon existing interfaces through the Leeds City region, Investment Planning and direct contact with Yorkshire Forward</p>	<p>MEDIUM April 2008  Greater York study – summer 2008</p>

<p>In6: We recommend to City of York Council that sufficient and appropriate housing (particularly affordable and family housing, both of which are currently in short supply in the city), is allocated in the LDF to support the economic and social development objectives of the city and be consistent with our economic and employment proposals.</p>	<p>CYC through Housing and Adult Social Services working on conjunction with Planning</p>	<p>Development of LDF proposals to take account of the RSS recommendations, housing need assessments and recognition of a sub-regional approach, taking into account the capacity of the City to grow.</p>	<p>LDF policies and proposals.  The joint city-wide consultation on the review of the Sustainable Community Strategy and the LDF Core Strategy is considering appropriate levels of housing growth and how this should be linked to economic growth. The response to the RSS proposed changes and the development of LDF policies and proposals will take into account the recommendations of the Future York Group report and the feedback from the public consultation on the Sustainable Community Strategy review and the LDF Core Strategy.</p>	<p>HIGH  April 2008</p>
<p>In7: We urge City of York Council to ensure that, in setting the long term Green Belt boundary for York, the development needs of the city are provided for; recognising the need to protect the special character of York and the need for sustainably located development.</p>	<p>CYC</p>	<p>Development of LDF Core Strategy and the Allocations document will take into account the need to accommodate land for housing, employment and other uses to 2029 in setting the long term Green Belt boundary for York.</p>	<p>LDF policies and proposals – Green belt issues are being considered as a key issue in the Core Strategy document.</p>	<p>HIGH  April 2008</p>
<p>In8: We recommend that the potential of the creative industries should be better exploited to help broaden the York economy, support its tourism and city centre retail role and retain graduates and attract a younger population. We recognise that this requires</p>	<p>CYC with SCY, EDG, Universities, Business Link, Ecocentre,</p>	<p>Further work required to bring partners together to develop a programme of action to support the potential of creative industries</p>	<p>Programme of action working in partnership</p>	<p>MEDIUM  April 2008</p>

support for appropriate sites and premises as well as a business support infrastructure.	FP, Arts and Culture			
In9: We urge City of York Council to ensure that all new development is guided by principles of high quality design; enhances the sense of place; and creates sustainable developments.	CYC	Development of a “place-shaping” agenda within the City building upon the principles of high quality design. The LDF will include key policies on quality of design and sustainability; the Area Action Plans for York Northwest and the City Centre will also embody these principles.	<ol style="list-style-type: none"> <li>1. Specific projects, eg work around the Minster;</li> <li>2. Development of a place-shaping programme to support the tourism and cultural offer in York, to be funded in part through YF investment planning.</li> <li>3. Through ensuring new development conforms with the Development Briefs for key sites.</li> <li>4. Through using the Council’s Sustainable Design and Construction Planning Guidance to assess planning applications.</li> </ol>	HIGH Autumn 2007
In10: We recommend that City of York Council ensures that a sufficient amount and quality of employment land is allocated in the Local Development Framework to give choice, and to support the city's economic development aspirations. This should be informed by the up-to-date reviews of supply and demand; should support the ‘transformational’ economic agenda for York set out elsewhere in this report; and should	CYC with SCY, agents and developers (York Property Forum), york-england	<p>Work ongoing as part of building the evidence base to support the LDF.</p> <p>Segal Quince Wickstead commissioned to produce employment land study, review supply and demand taking account of employment projections and the need to</p>	LDF policies and proposals	HIGH April 2008



reflect the needs of all business sectors.		provide choice in the market.		
In11: We recommend that City of York Council develops a managed programme to bring forward the supply of employment land and premises of varied kinds, consistent with developing demand; and recommend that this would be facilitated by continuing and regular consultation with the development community.	As IN10 above	Development of a managed programme to bring forward the supply of employment land following LDF proposals	Through closer working with land owners and property developers	MEDIUM  Summer 2008 onwards
In12: We recommend that City of York Council be pro active in working with regional partners to: i) Secure the necessary funds to allow for dualling of the city's northern outer ring road ii) Make the required connectivity improvements to at least one of the three regional airports to allow a maximum forty-five minute transfer time from the city. In addition to benefiting York, this would significantly develop international access across the region, which would in turn develop Yorkshire & Humber's competitiveness in the global knowledge economy. iii) Investigate options and funding mechanisms to improve sustainable public transport links to neighbouring regional towns and cities	i) CYC with plus Leeds CR and MPs  ii) CYC with airports, airlines, regional transport groups (rail/bus etc), tourism partnership.  iii) CYC with Leeds CR and with partners within the Greater York hinterland	i) seek funding for Outer Ring Road  ii) development of new bus and rail services to existing regional airports  iii) improved transport links to Leeds and Harrogate (tram train) and developing a Greater York transport vision and strategy	i) Lobby central government and regional bodies through the development of a strong and robust business case  ii) Presenting business case to airports and air/bus operators  iii) Development of connectivity programme through Leeds City region and completion of the Greater York transport and planning study.	HIGH (but potentially long term)  Autumn 2007 onwards
In13: We recommend that City of York Council review transport and planning policies to ensure more flexibility in addressing parking needs of out of city centre employment developments.	CYC	To be considered through LDF process	To be considered through LDF process – a preferred approach to be agreed for public consultation	MEDIUM  April 2008



## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 5: VISION AND LEADERSHIP

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
VL1: We recommend our vision of the long-term economic future of York to City of York Council and its partners, and urge them to adopt it as the plan for future policy and action.	CYC with LSP and component thematic groups	See E1	See E1	See E1
VL2: We recommend that City of York Council, together with key partners and stakeholders, develop a comprehensive Future York Vision for the city, which is readily understood, and which sets clear priorities	CYC with LSP	See E1	Community conference – October 2007 leading to production of Sustainable Community Strategy	HIGH April 2008
VL3: We ask key stakeholders to commit themselves to developing and supporting the vision and to use it to guide future investment and policy decisions. Because of its importance to the development and implementation of many of our recommendations we believe that an agreed comprehensive vision should be in place within nine months of our report being presented.	CYC with LSP -	See E1/2 above + implementation of Local Area Agreement setting out key targets for improvement	See E1/2 above + refreshment of LAA scheduled for implementation in June 2008	HIGH Revised Sustainable Community Strategy to be in place by April 2008  Preferred options for the LDF Core Strategy to be in place by April 2008.
VL4: We recommend that the new Future York Vision should recognise the need to embrace the economic opportunities for the	CYC with LSP – SC and Leeds CR and other	See E1/2 above + implementation of the Leeds City region development	See E1/2 above + development of a business	HIGH

city; should recognise the wider regional and national context for the York economy; and should be ambitious for the future of the city and its people and businesses	agencies influencing regional/national policy and action	programme	plan for the Leeds City region	April 2008
VL5: We recommend to City of York Council and to its elected leadership that it takes the leading role in defining the ambition and developing the Vision; in bringing together the necessary partnerships; and in building the consensus for the new comprehensive Vision.	CYC with LSP	See E1/2 above	See E1/2 above	HIGH April 2008

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### CHAPTER: 6: PARTNERSHIP AND DELIVERY

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
P1: It is essential that City of York Council re-invigorate the role and membership of its partnerships, to ensure that they are effective in delivering the Future York Vision and the oversight of economic development and place shaping activities. We recommend to businesses and business organisations in the city that they commit themselves to support the new partnership and consultation arrangements, and actively participate in them.	CYC with LSP- also dependent upon improving communications with businesses	See VL1/E1 re delivering the vision and E2 re business engagement	See VL1/E1 re delivering the vision and E2 re business engagement	See VL1/E1 re delivering the vision and E2 re business engagement
P2: We recommend that City of York Council review the terms of reference, membership, and working arrangements of the Economic Development Partnership Group, to re-form the group to give strategic leadership and direction to the city's economic development activities.	CYC with EDPB	Review membership of the EDPB	<ol style="list-style-type: none"> <li>1. Seek commitment from EDPB</li> <li>2. Review Council's constitution to reflect any recommended change</li> </ol>	HIGH Autumn 2007
P3: We recommend that City of York Council strengthen the business representation on the partnership and on the re-formed Economic Development Partnership Board to ensure informed and effective analysis and decision making.	CYC with EDPB	See P2 above	See P2 above	See P2 above

P4: We recommend that City of York Council review how best the skills and training agenda can be linked into the work of the Economic Development Partnership Board.	CYC with EDPB plus LLP, LSP etc	See P2 above	See P2 above	See P2 above
P5: We recommend that the proposed review of the Sustainable Community Strategy be undertaken during late 2007 alongside the consideration of issues and options for the Core Strategy of the Local Development Framework.	LSP and CS (EDG, City Dvt)	See VL1/E1 above	See VL1/E1 above	See VL1/E1 above
P6: We recommend that City of York Council urgently prepare a Masterplan, reflecting the Future York Vision, to guide development and investment decisions, and to promote investment.	CYC with LSP	Further work required to define Masterplan - key elements will be the Sustainable Community Strategy and the LDF Core Strategy, together with the Area Actions Plans for York Northwest and the City Centre.	Examine good practice among other authorities	MEDIUM Summer 2008
P7: We recommend that the re-formed Economic Development Partnership Board works with the council to develop <i>Action Plans</i> covering each area of activity, and uses them to effectively monitor and manage the delivery of programmes and projects.	CYC with EDPB + major stakeholders to have an input	Future York Group response to recommendations to set a template for future actions	Development of CYC, EDPB and stakeholder responses to FYG recommendations.	HIGH Autumn 2007
P8: We recommend that, in the interests of maximising opportunities for York, City of York Council play an active role in the development and implementation of the Leeds City Region programme.	See E8 above	See E8 above	See E8 above	See E8 above