



Service Plan 2007/08 (Stage 1)

Service Plan for: Economic Development

Directorate: City Strategy

Service Plan Holder: Peter Johnson/Roger Ransom

Workplans: Bryn Jones

Director: Bill Woolley

EMAP : Leader of the Council

1. Service description & objectives

The Economic Development service, primarily, though not exclusively, is responsible for delivering the Local Strategic Partnership's "Thriving City" objective and the evolving Local Area Agreement Economic Development and Enterprise block within. **Exclusive responsibility applies to the City Council's new Corporate Priority as it relates to Science City York's contribution to economic prosperity and, shared with other deliverers, the Priority need to improve people's employment skills/knowledge and the Priority need to improve the life chances of the most disaffected and disadvantaged.**

The following service functions help deliver these:-

1. Developing the economic strategy for the city within a global context having an increasing impact.
2. Business Support services and monitoring economic trends.
3. Regional, sub-regional and City Region activity.
4. Operational management of the city centre, including events and markets, alongside council inputs into the City Centre Partnership
5. Science City York
6. First Stop York (the emerging York Area Tourism Partnership)
7. Labour Market and Skills Development leading to employment (or employability).
8. York Training Centre

The focus is on partnership working to maintain a prosperous and flourishing economy that can sustain high employment rates and generate good quality jobs available for all residents from York (and beyond).

The service objectives are:-

- * *to generate business growth and start-ups in science and technology industries, tourism and other key business sectors in order to maintain existing jobs and provide higher quality, sustainable and higher paid jobs.*
- * *to support residents (especially the more marginalised) into learning and work and improve employability and skill levels in key areas of the economy. This to be done through increased partnership working, especially in relation to the major redundancies recently announced.*
- * *to attract investment to strengthen the city's high growth sectors and generate high quality jobs through partnership working and the maximisation of external funding.*
- * *to promote pride in the city including high quality services and products from York businesses.*
- * *to create a vibrant city through a proactive partnership approach to visitor management and by increasing investment.*
- * *to ensure that the universities and other higher education providers contribute to business growth and generate quality jobs and underpin skills/training opportunities for local people.*
- * *to collaborate with regional, sub-regional and City Region partners in providing a complementary approach to infrastructure provision, including new/improved transport communication links, to underpin new and innovative business activity and jobs.*

2. Significant drivers for change and improvement

Driver	Affect on service delivery
Government White Paper published in October 2006 addresses local authority economic development responsibilities.	A review of the City Council's activity for 2007 and beyond will be required in the light of its recommendations and to engage in and maximise resources from sub-regional and regional partnerships including the Sub-Regional Investment Plan/Regional Economic Strategy and European funding. (See also the 'Future York' driver below.)
Production of a strategic review of economic development "Future York" to report in the Spring of 2007.	Consider the findings of this Review and incorporate within the work of the City Strategy Department and the ongoing Local Strategic Plan process. Consider the most effective ways of incorporating "Future York" findings into cross-council workings.
Increasing importance of regional/sub-regional agendas and of York's role within the Leeds City Region.	The White Paper also deals with the emerging City Regions and their future governance. York, already heavily involved in producing the latest iteration of the Leeds City Region Development Programme, will need to consider its response.
Increasing global competition making it more challenging to maintain York's position as a market leader in "knowledge and science".	Focus intervention/action on the City's key economic drivers – Science City, tourism and the city centre economy. Changes in the structure of Science City recently implemented with the appointment of a new Chief Executive in the pipeline. Investigate potential of changed European funding mechanisms to fund innovation. This is a Corporate Priority area.
Develop the potential of York's status as a national science city alongside Manchester, Newcastle, Birmingham, Bristol and Nottingham.	Through the revised structure now in place for Science City York, explore the opportunities a national role can bring involving HM Treasury, DTI and the other 5 cities. This is a Corporate Priority area.
Increasing competition on the city centre and pressures on the retail sector.	City Centre Partnership now up and running. Action Plan produced with work now focussing on the creation of a Business Improvement District.
Increasing competition in leisure/business tourism markets coupled with a need to increase investment in the city's heritage/tourism product.	Amended tourism structures being developed for the region. First Stop York (FSY) actively engaged with regional tourism strategic and marketing frameworks. Develop greater regional and sub-regional role for FSY which needs to evolve into an Area Tourism Partnership. Implement the findings of the soon-to-report Events Review.
On-going reduction in York's manufacturing sector due to global market place pressures resulting in an urgent need for an appropriate skills strategy for the City (now being developed through a newly formed Adult Learning & Skills Steering Group).	Need to address skills gaps and barriers to work for all residents in an increasingly specialised workplace. The Lifelong Learning Partnership with Future Prospects and York Training Centre will be key in developing the appropriate responses and reducing marginalisation/improving life chances (based on the Steering Group's recommendations). These are Corporate Priority areas.
On-going need to influence employment land through the Regional Spatial Strategy and Local Development Framework.	Requirement for increased supply of (especially quality) employment sites/accommodation. Bring forward the York Central development and other major site opportunities with employment potential. Ensure that the University of York's future requirements can be met – this is closely allied to the Science City York Corporate Priority.

Lead on the Local Strategic Partnership's 'Thriving City' theme and its Local Area Agreement Economic Development and Enterprise block. Deliver on the Council's new Corporate Objectives , recognising that economic development work contributes cross-council to other Important imperatives.	Need to develop, through the new City Strategy Department, cross-council working on all matters related to the economy and also get better economic development "buy-in" to Safer City, Learning City, Anti-Poverty, Inclusion and workforce development policies.
Need for a modern, uncongested transport infrastructure and improved international travel connections to meet the requirements of a modern, knowledge-based economy	Work with the City Strategy Directorate's transport and planning teams to ensure delivery. Also the railway industry/train operating companies and airports (alongside City Region and regional imperatives). Developing sustainable transport usage is a Corporate Priority.
Balancing and using the successful economy in a sustainable way to achieve high environmental standards and quality of life, available to all.	Need to ensure that the Council's sustainability imperatives are incorporated with its Economic Development activity.
Engaging with partners and the wider community on Economic Development matters whilst supporting partners' own programmes. The context for this will be provided through the revitalised Local Strategic Partnership.	Continue to develop collaborative responses to issues, maximising the use of resources and, where appropriate, further encourage partner co-ownership and community awareness. This is a Corporate Priority area for the whole Council.
External validation of quality systems required to draw down funding from regional and national bodies.	Potential refocus of service priorities resulting in need for further evaluation and monitoring of systems. Consider in light of "Future York" review.

3. Priority improvement for 2007/08 & beyond

Performance improvement	Reason why improvement is required
Restructured Science City York initiative can now step-up a gear and improve performance/penetration in the local context and beyond. Improving the contribution that Science City York makes to economic prosperity is one of the Corporate Priorities and is being developed through the Delivery and Innovation Plan.	The period taken to devise and implement structural changes has impacted on this financial year's outcome delivery. This short-term issue is being addressed. The employment of a new high profile Chief Executive will provide new impetus at all levels of service delivery in the future. Modified p.i's can be considered at this stage. This is a Corporate Priority area.
Revised p.i's in the latest Service Level Agreement (SLA) with york-england.com (2006/7) are being monitored and will give direction for the SLA required in 2007/8. <ul style="list-style-type: none"> Current p.i's – attract 7 new companies and create 85 new jobs. 	Under performance of york-england.com and inability to hit targets in 2005/6.
The priority performance improvement for York Training Centre will be the increased penetration of the City Council for the delivery of its range of training services/courses to Council staff (potentially including other organisations).	The City Council, as a community leader, needs to provide good quality training to meet its own service objectives in the round. This could improve corporate working, create a higher skilled workforce and assist with retention. York Training Centre, as the provider, would benefit from the income generated. Increasing skills and knowledge and improving life chances are Corporate Priority areas.
Complete the review of tourism services and implement recommended management changes to form the York Area Tourism Partnership.	There is a requirement to meet a challenging 5%pa growth target in tourism earnings. Performance, in this respect, will be reviewed by Yorkshire Forward at Area Tourism Partnership level in October 2007.

4. New or changed actions for 2007/08 and beyond

Action	Service plan outcome	New? / Change?	Links to note	Comments
<p>Independent “Future York” strategic review currently being undertaken. This is to consider the strengths and weaknesses of the Economic Development Strategy in place and, if appropriate, suggest new high level alternatives. Review inaugurated in response to recently announced major job losses in the York economy.</p>	<p>More relevant economic development and Local Strategic Partnership performance and outcomes in the round.</p>	<p>New Findings of Review expected Spring 2007</p>	<p>The business/skills development community local and regional</p>	<p>This work will have major significance for the LSP and Corporate Priorities</p>
<p>Recently published White Paper “Strong & Prosperous Communities” – covering local authority services in the round as well as governance issues.</p>	<p>Has implications for the delivery of economic development services and crystallises government thinking on the regional/City Region agenda.</p>	<p>New Published late October 2006</p>	<p>Cross-council implications</p>	<p>(as above)</p>
<p>Ongoing review of tourism sector policies and services led by Yorkshire Forward</p>	<p>New and improved services involving a changed funding regime, new visitor information capability and the creation of a York Area Tourism Partnership. The expectation is of state of the art infrastructure and services for York and the region.</p>	<p>Change Findings of review now expected before the financial year end.</p>	<p>The tourism industry locally and regionally (sub-regionally and Leeds City Region).</p>	<p>New services, etc will need to be put in place in financial year 2007/8.</p>