

Annex 2



Developing the Economic Strategy: Engagement Plan

Supporting a people-centred economic strategy - delivering fairer, cleaner, greener growth for York



Engagement plan

- Scope
- Objectives
- Audiences
- Approach
- Plan
- Key dates
- Evaluation
- Resources inc. costs



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Scope



This engagement strategy places York's residents and businesses at the heart of plans to build inclusive economy, making sure growth in York is fairer, greener and cleaner. The engagement strategy identifies the audiences and insight required to develop the right approach to make sure:

- Every resident can play a role in and share in both the short term recovery and the long term prosperity of the city – with access to skills and flexibility to secure higher paid, 21st century jobs
- Businesses have the support, infrastructure, space, skills and workforce they need to drive green, clean and inclusive growth.

This engagement follows the principles of the council's resident engagement strategy (to be approved by Executive – 22nd April, 2021), reflecting the coherent approach to overlapping themes of the economy, carbon reduction and the local transport plan.

The strategy will also complement and benefit from insight gained from linked engagement exercises, including My City Centre, the Future of Acomb Front Street, Local Transport Plan, Carbon Reduction (including woodlands) and future engagement over York Central developments.



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Engagement objectives



Residents

1. Secure engagement with a cross section of York's population – including all communities of identity and socio-economic groups
2. Deepen understanding of different factors which influence employment choices and aspirations - so we can support residents to get higher paid, flexible, 21st century jobs.

Businesses & partner organisations

1. Secure engagement for all York sectors, making sure small and independent businesses are well represented
2. Deepen understanding of:
 - i. perceptions and opportunities of York as a place to do business
 - ii. changing requirements for space, infrastructure, skills and workforce
 - iii. Support services required for recovery and long term greener, cleaner growth

A dark silhouette of the York skyline, showing various buildings, spires, and a clock tower.

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Engagement will be inclusive to address:



Lack of internet access

Users who struggle with literacy are unlikely to use the internet alone and would not use the internet as their main source of coronavirus information



Reliance on family and friends

Users who tend to rely on family and friends to support them with tasks that require reading, but not all users have access to that support



Trusted & respected local figures

Respected figures and organisations that people listen to can help build trust in the service and dispel existing myths and alternative narratives



Information is confusing and does not land with the community

Official information is confusing and inconsistent and does not resonate with the user group. Thus, people get alternative narratives from social media and WhatsApp



Visual methods of passing information are beneficial

Pictures, videos, icons and physical signage are beneficial to users as they are visual and easier to quickly understand and engage with



Familiar settings and staff

Engagement activities in familiar places could reduce feelings of fear or exclusion and may increase uptake



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Audiences

Broadcast engagement

- City wide to all households, in public spaces and via social and digital communications
- Demographic data will be collected where possible

Targeted engagement – businesses & partners

- Independent shops
- Micro-businesses (c. 90% of York's businesses)
- Self-employed businesses
- Key sectors including bio-economy, digital/ICT, rail, professional and financial services, hospitality and retail
- FE/HE sector and training providers

Targeted engagement - residents

- Workers in hospitality, retail, health and social care
- Teachers/education professionals
- Unemployed and underemployed
- Women and working parents
- Communities of identity (via inclusive toolkit)
- Young people; NEETS, HE, FE

Evidence gather

At the heart of each stage of engagement is an online evidence gathering tool (to be confirmed). All engagement activities will signpost to this to provide multiple access points. The purpose of the evidence gathering tool is to collate demographics and perspectives, and supplemented by:

- broadcast opportunities to feedback
- targeted opportunities
- partners and networks involvement

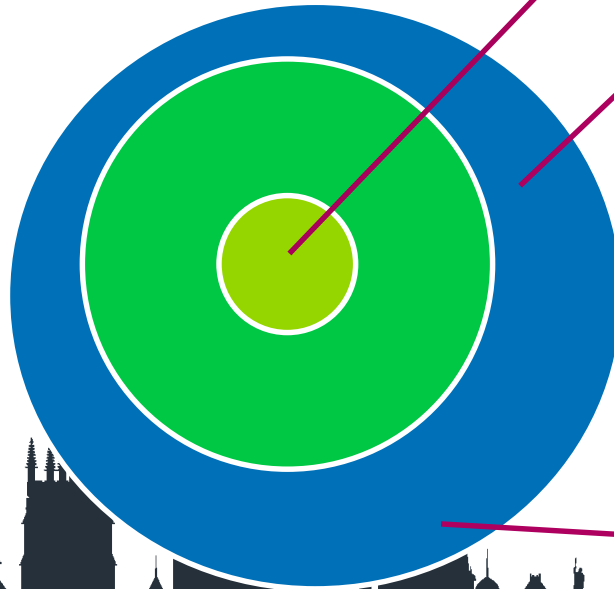
Online Survey – distributed via partners and media

Broadcast engagement

- Master class[es]
- Offline option (dependent on Covid-19 restrictions)
- Thematic webinars
- Social media conversations
- Postcard polls
- Our City

Targeted engagement

Targeted community workshops
Targeted partner workshops
Sector roundtables



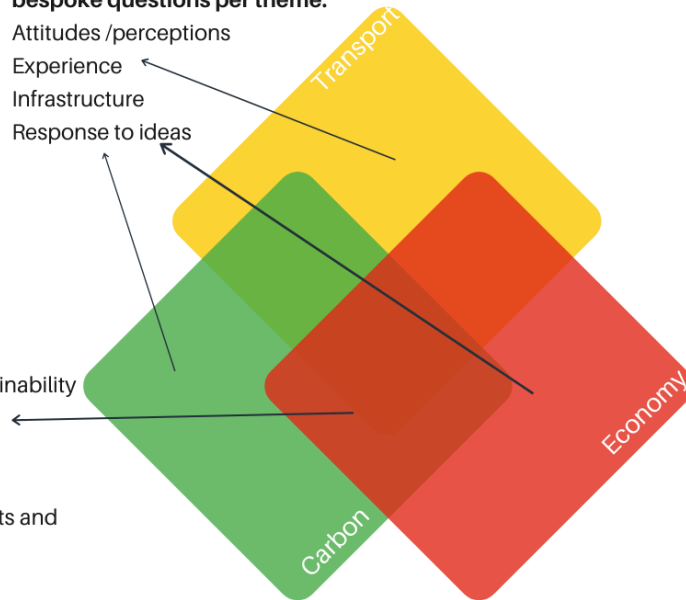
Three strategies – one conversation

bespoke questions per theme:

Attitudes /perceptions
Experience
Infrastructure
Response to ideas

core questions:

Behaviours - travel, earn, spend, sustainability
Motivations
Aspirations - barriers and enablers
Relative priorities
How bold should the council, residents and partner be?



A single core survey:

- Reflects the interdependence of each theme
- Provides contextual insight
- Shows the council joining the dots
- Diversifies the audience engaging with each strategy – increasing understanding of complexity and other perspectives
- Avoids repetition



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Audience	Network/Partners	Engagement tools	Comms Channels
Residents – cross section of York population and representation of all communities of identity/interest	Ward members Res associations Engagement map under development – partners and networks for all communities of identity and York geographies	Online Survey Curate social conversations Webinars by theme	Live Q&As PR Social incl facebook groups Partner network cascade Resident Email Newsletter
Commuters – from and into York	Quality Bus Network Bus forum, York Bike Belles, York Cycle Campaign Local employers	Existing partner data Online survey Curate social conversations	Live Q&As PR Social Partner network cascade Resident Email Newsletter
Lower paid sectors	Hospitality – York Hospitality Health and care workers - Unions?	Online and offline survey Focus groups	Targeted social, media
Unemployed/under employed and NEETS	CAB, JC-plus Training providers	CAB interviews	
Young Residents (age 16-24 years old)	York Youth Council Schools Show me I matter	Online survey Workshop Commission additional research	Zoom Social media Partner network cascade
Working (and would-be) working parents,	Mumblr, Little Vikings, Schools, nurseries, post-natal healthcare	On and offline surveys	In settings, school FB groups and other comms
Women	Women’s business networks	Attend networks	
Businesses	Indie York, York BID, Make it York, traders associations Business Membership Groups – FSB, Chamber, IoD Professional Services Sector specific partners e.g. York Retail Forum, York Hospitality Association	Online Survey Curate social conversations incl LinkedIn Sector roundtables Insight briefings Special interest sessions e.g. Property Forum, Chamber events etc.	Business Bulletin & Partner network (cascade) PR Social What do you need to recover? Campaign to draw micros and SMEs into conversation
Teachers/education	York Education comms		



Provide balanced and objective info; Existing insight, constraints, influence	Gain feedback, deepen understanding of need from some groups	Sharing perspectives and understanding, esp of trade-offs	Gain feedback and analysis on key elements of strategy	Measure impact and support implementation
Engagement activities				
<p>Social media key Qs, polls Grants case studies - video York economy factsheet and animation; inclusive economy, economic sectors, pay, quality of life, links to transport and carbon – set scene for council plan CYC landing page Member briefings Partner briefings – build advocacy and networks for engagement</p>	<p>Residents: Core survey including economy, carbon and transport Qs Online and print (Our City, potential library display and community roadshow. In communities: displays in empty units / shop windows – QR codes to drive to engagement CAB interviews Business: Core survey including economy, carbon and transport Qs Social media and print campaign – recovery focused incl LinkedIn - key Qs, curated conversations</p>	<p>Share initial analysis through established networks: Social media: key Qs and curated conversations Update web pages Multi-stakeholder/theme zoom workshops or Facebook live Q&A Partner meetings/focus groups as part of targeted communities of interest engagement Sector roundtables with York’s business community; Place media features – locally to demonstrate responsiveness but regional/national to demonstrate York doing things differently</p>	<p>Updated web pages Social media - present feedback and emerging ideas, curate conversations Revisit partner networks Close the loop with carbon and transport engagement, plus My City Centre and any York Central engagement work</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Publish strategy</p>
Broadcast				
<p>Mailing lists/engagement lists Our City Partner/rep orgs cascade Media activity Social media: key Qs and curated conversations</p>	<p>PR Social campaign Targeted Social media ads Social communities Partner/rep orgs cascade Media activity</p>	<p>PR Social campaign Targeted Social media ads Social communities Partner/rep orgs cascade Media activity</p>	<p>PR & Social campaign Partner/rep orgs cascade Media activity Community impact assessment</p>	TBC

What we already know

This engagement will build on existing insight:

- Business engagement held throughout the pandemic:
 - Sector roundtables
 - Regular insight with key partners
 - Micro grants evaluation
- Stakeholder conversations
 - My City Centre
 - Local Plan
 - LEP
- Resident engagement
 - Talk York 2019
 - MyCastleGateway
 - MyYorkCentral
 - Woodlands 2020/21
 - City Centre Access 2021
 - My Acomb Front Street 2021

Evaluation and learning framework



Objective	Indicator	Tools to measure	Learning questions
Increase participation	Diversity by survey demographic data Engagement map - % engaged across communities (geographical and interest/identity)	Demographic data on surveys Partners / networks reached on engagement map	Which communities engage with which tools?
Build confidence in engagement opportunities	Levels of participation – and trust - from under-represented communities Social media sentiment	Feedback surveys Focus groups (testing recognition, attitudes, repeat engagement, progress along framework, perception of levels of influence)	Was it easy to share your views? Do you feel listened to? Do you feel this has had influence? Would you engage again?
Surface tensions and increase understanding/ cooperation	Diversity of attendance at multi-community workshops/conversations (by target audience per theme) Produce and publish community briefs for each engagement theme # interactions (comments, shares) with each brief	Demographic data Sentiment of views exchanged Analytics of web page / platform if purchased Content of public speakers/press sentiment after decision published	Do audiences understand each other's aspirations? Do audiences want to compromise their aspirations to accommodate others?
Support better decisions	# new perspectives added Stakeholder response to process and recommendations	Feedback / wash-up session with project leads and exec Stakeholder endorsement and advocacy	How has engagement informed our approach? Has engagement led to a more informed decision?

Key decision points

- 27 April 2021
 - Decision session – confirms engagement timetable
- Late May - start public engagement
- August to September - share results so far and sanity-check emerging ideas
- October - Close engagement
- Dec – Executive sign-off of new Economic Strategy