

Key Action	Key Areas of Work	Lead/Partners	Related PI's
<p>KA1 Further develop York as a centre for leading edge, modern, knowledge and science-based businesses – one of 6 National Science Cities. This will be achieved by increasing the levels of start-ups, spin-outs and growing businesses through Science City York business development and skills development programmes.</p>	<p>* Implement 4 year Science City York (SCY) action plan (funded in part through the Sub-Regional Investment Plan) to deliver support to key clusters in:</p> <ul style="list-style-type: none"> • Bioscience & Healthcare • IT & Digital • Creative Technology Industries <p>* Support the roll-out of key specialist services to support new business ventures and growth of existing companies in York and key parts of North Yorkshire:</p> <ul style="list-style-type: none"> • 'Cluster Development' to create the right environment and support for key knowledge-based sectors to embed them locally • Business Promoter mentoring to aid early stage ventures • Proof of Concept Funds to support commercialisation and creation of new start-ups • Workforce development programmes to develop progression routes and address training needs • Public – Engagement in Science • Review appropriate infrastructure requirements for knowledge-based businesses (broadband, property etc) • Define and deliver (06/07 to 07/08) investment through Northern Way funding. <p>* Work with the University of York and Higher York partners to support enterprise and knowledge transfer activities, which also includes the development of new departments.</p> <p>* Implement new SCY organisational structure and review SCY Strategy Board on an ongoing basis to ensure it meets customer and business plan needs.</p> <p>* Work through the new Stakeholder Board (with the University and</p>	<p>Science City York lead. Key stakeholders: industry University of York, Yorkshire Forward and the City of York Council. (which is the contractual lead partner.)</p>	<p>VJ7a: no of jobs created through Science City York</p> <p>VJ7c: no of science based start-ups</p>

	<p>Yorkshire Forward) to review management arrangements that reflect the new national Science City agenda.</p> <p>* Review additional customer accreditation programmes to support professional development, standards and funding opportunities.</p>		
<p>KA2 Strengthen the competitive position of York in the leisure and business visitor market through focused marketing activities alongside investment in the tourism, heritage, cultural and conference infrastructure, and skills development activity through the First Stop York tourism partnership.</p>	<p>* Establish the new York Area Tourism Partnership from the existing First Stop York partnership as a formal part of the regional and sub-regional tourism delivery process.</p> <p>* Resolve (with the Yorkshire Tourist Board) lead responsibilities for marketing activity in the York area as part of the tourism delivery process.</p> <p>* Complete the Area Tourism Plan, link to the SRIP process and implement activities included in the Plan:</p> <ul style="list-style-type: none"> - define long term product development investment requirements and implement short-term activities (associated with SRIP funding) - engage with the cultural sector on development and support for events and festivals - progress the city centre Visitor Information Centre through the planning stage - increase the level of engagement with tourism businesses regarding good practice on quality, sustainability, skills development and promotion - maintain/update signage and information services in the city centre. 	<p>The York Area Tourism Partnership.</p>	<p>VJ8a: increase the average length of stay by 1% per annum</p> <p>VJ8b: set a target of a 5% increase per annum in tourism earnings</p> <p>VJ8c: number of annual jobs created by tourism</p>

<p>KA3 Enhance the city's broad-based economic structure, including the retail sector, the cultural sector and city centre economy. Business support services will be provided; there will be direct intervention with key sectors and businesses and important development sites will be advanced.</p>	<ul style="list-style-type: none"> * Implement City Centre Partnership business plan. * Improve standards in the city centre through role of new City Centre Operations Manager (Service Level Agreement and standards to be negotiated with CSO). * Joint action plan for Newgate Market, working with traders * Develop the role of Newgate and speciality markets in contributing to the city centre retail offer. 	<p>City Centre Partnership and CYC</p> <p>City Centre function</p> <p>CYC Market function</p>	<p>City Centre Partnership PI's to be defined in the Business Plan</p> <p>Operational PI's to be defined through revised SLAs for city centre services.</p> <p>CCP3: Percentage of stall take-ups in Newgate market.</p>
	<ul style="list-style-type: none"> * Enhance support for the retail sector. * Review the city centre events programme. * Promote City of Festivals agenda in conjunction with York @ Large * Review the delivery mechanism for business support services in the light of Yorkshire Forward's regional review – particularly the future role of York Selby and Malton Business Advice Centres Ltd. (YSMBAC). 	<p>The City Centre Partnership and joint initiatives between the Council and retail sector</p> <p>CYC/CCP joint work</p> <p>With York @ Large</p> <p>Working with Business Link and YSMBAC</p>	<p>VJ9a: Number of new customers using the Business Advice Centre, 4 Fishergate.</p>

	<ul style="list-style-type: none"> * Maintain contacts/dialogue with key businesses * Implement the managed workshop scheme at Clifton. 	<p>CYC</p> <p>CYC/YSMBAC</p>	<p>VJ9c New businesses created by the Business Advice Centre, 4 Fishergate.</p> <p>Occupancy levels and start-ups</p>
<p>KA4 Bring forward, with partners, the major York Central development opportunity – and key developments at Terrys, Hungate, Castle Piccadilly and Monks Cross.</p>	<ul style="list-style-type: none"> * Coordinate economic and employment inputs into the Local Development Framework/Regional Spatial Strategy processes (including consultancy research). * York Central Master Planning and selection of developer partner through the Board and Council City Strategy function. * Secure development of key sites in line with economic and corporate objectives through collaboration with developers and through the planning process. * Secure employment-based development on the Terry’s site that meets economic objectives – including potential for a creative technology centre linked to Science City York. * Provide the economic and employment case as it relates to the needs of Science City York at the University Heslington East inquiry. (see also KA1) * Support the enforcement of planning policies (in Development Control Local Plan) that define end-users for the city’s “quality” employment sites. 	<p>CYC: City Development Group lead with Cross-Council Regional Group support.</p> <p>CYC/York Central Board.</p> <p>CYC</p> <p>CYC</p> <p>CYC</p> <p>CYC/Science City York</p>	
<p>KA5 Work jointly with regional and sub-</p>	<ul style="list-style-type: none"> * Operate revised working arrangements (focusing on a smaller number of agreed priorities) between the Economic Development/Science City 	<p>CYC/york-england.com</p>	<p>VJ10a: Number of jobs created through</p>

<p>regional partners to promote York in order to attract high value external investment to support and add value to local business development.</p>	<p>York and york-england.com – focusing on priorities identified within other areas of the economic development programme (eg. Science City York, key sites, tourism, city centre).</p>		<p>york-england.com activities VJ10b: Number of companies created through york-england.com activities.</p>
<p>KA6 Support the University of York in its role as a key economic generator for the city through joint action involving Science City York and the Higher York Partnership, and bringing forward Heslington East.</p>	<p>* Heslington East enquiry April 2006:</p> <ul style="list-style-type: none"> • Joint work with the University on the economic case. • Provide Council/evidence through SQW/Science City York. <p>* Increase access and participation levels to higher education courses via the Higher York Partnership.</p>	<p>See KA1 in relation to Science City York involvement Higher York Partnership</p>	
<p>KA7 Maximise economic benefits for York through collaborative work at regional and sub-regional levels, including work with Yorkshire Forward</p>	<p>* Joint action with Yorkshire Forward to enhance CYC/YF collaboration and maximise the economic impact of council activities. * Define and build York’s “Science City “ role within the region. * Define York’s role and contribution to the Leeds City Region Development Programme.</p>	<p>CYC/YF CYC/YF/Univ + SCY CYC/Leeds City Region</p>	

<p>and Leeds City Region.</p>	<ul style="list-style-type: none"> * Lead and implement the Innovation Theme activity within the Key Cities/Major Urban Centres and Leeds City Region and link to Northern Way strategy. * Review Key Cities/Major Urban Centres in the context of Yorkshire Forward and government regional reviews. * Collaborate over Sub-Regional Strategic Economic Assessment (April onwards) and the revised Sub-Regional Investment Programme (September). * Respond to Yorkshire Forward's city region/sub-regional review of investment planning. * Develop cross-council integration on regional issues through the new City Strategy Directorate. 	<p>Science City York</p> <p>CYC/YF and cities</p> <p>York and N. Yorkshire Partnership Unit</p> <p>CYC</p> <p>CYC</p>	
<p>KA8 Enhance skills levels within the York workforce through partnership working with the Learning & Skills Council, Lifelong Learning Partnership, education and training providers and Future Prospects.</p>	<ul style="list-style-type: none"> * Develop a Skills Strategy for the Future York economy in conjunction with the Lifelong Learning Partnership. * Explore options to review /refocus (with LSC and Lifelong Learning Partnership) mainstream funding – maximising the use of external funding – to address the strategic priorities that are identified. * Maximise the use of Future Prospects in engaging with local people and increasing participation levels – working within the Lifelong Learning Partnership context and other agencies/projects. * Deliver, through the Council's York Training Centre, training and support initiatives targeted at those marginalised from mainstream services – working in collaboration with other providers, LSC, Job Centre Plus and the LEA. 	<p>Lifelong Learning Partnership (with LSC and CYC)</p> <p>Future Prospects/Lifelong Learning Partnership.</p> <p>York Training Centre</p>	<p>VJ3: Percentage of people obtaining work and entering learning after attending Future Prospects.</p> <p>VJ16a: No of face to face interviews at Future Prospects.</p>

	<ul style="list-style-type: none"> * Use York Training Centre and collaboration with external training providers and other public sector employees to enhance staff development levels within the Council. 	CYC, York Training Centre and partners	
<p>KA9 Translate economic prosperity into benefits for local people in terms of income levels, quality of life, a safer city, and access/inclusion to the life of the city.</p>	<ul style="list-style-type: none"> * Engage with key Council and external groups to increase integration of the Safer York, anti-social behaviour, housing, social inclusion, anti poverty equalities and other “quality of life” agendas with the Economic Development Programme, and increase economic development inputs into these programmes. * Advise the Credit Union of socio-economic issues to help it develop its services. * Provide a free and impartial benefits advice service through Future Prospects linked to their wider services. * Create “quality jobs” through SCY, encouraging widening participation routes and graduate retention programmes are put in place with Higher York partners. 	<p>CYC and partners</p> <p>Credit Union lead</p> <p>Future Prospects</p> <p>Science City York</p>	<p>PI’s within other areas of work.</p> <p>New PI’s:</p> <ul style="list-style-type: none"> *Income support as a % of working age population. *Household income levels and annual pay <p>Credit Union projected membership level (in their business plan).</p> <p>Develop new FP PI re number of benefits advice sessions.</p> <p>See KA1</p>
<p>KA10 Contribute to the development of a modern, sustainable, uncongested transport infrastructure that meets the needs of the York economy. This will be achieved by strategic planning and investment through the Local Transport Plan and</p>	<ul style="list-style-type: none"> * Local Transport Plan 2. <ul style="list-style-type: none"> - implementation through the Transport Planning Unit. - economic development inputs to shape outcomes and assist implementation. * Car Parking, Park & Ride, and FTR awareness–raising and promotion in conjunction with retailers City Centre Partnership, First Stop York partners. * Coordinate transport inputs and collaboration in relation to the economy led agendas relating to the Leeds City Region, Key Cities/Major Urban Centres, Northern Way. * Ensure that York and the regions interests are assimilated within 	<p>City Council Transport Planning Unit</p> <p>CYC</p> <p>CYC</p> <p>CYC – with private</p>	<p>Set within LTP2</p>

direct intervention with key rail and air operators.	development/investment proposals for the ECML and Trans-Pennine rail franchises. * Progress action on public transport links to the region's airports – involving First Stop York.	sector CYC – with private sector	
KA11 Work with neighbouring councils to develop new approaches to affordable housing.	* Collaboration with CYC Housing and City Development functions through work on the Regional Spatial Strategy, Local Development Framework “Golden Triangle” and “sustainable communities” initiatives.	CYC: facilitated by an internal, Cross-Council Regional Group.	Set within these policies
KA12 Monitor and review strategies as they relate to the economic development of the city and integrate the new City Strategy with other council strategies.	* Develop the Thriving City theme of the Local Strategic Partnership, linking into the required Local Area Agreement Economy & Enterprise block. * Review and monitor high level Local Strategic Partnership Thriving City Theme PI's and associated local PI's. * Exploit all possible external funding services. * Respond to forthcoming government Economic Development policy statements. * Provide a business intelligence service across all sectors – responding to issues and monitoring performance. * Monitor and review the city's Economic Strategy in the context of the Community Plan.	City Strategy Directorate	LAA in place by April 2007
KA13 Help deliver and influence council/departmental/group operational and management priorities.	* Inputs required in relation to CPA, Council Plan, corporate policies and processes. * Audit Commission review/inspection of Council/LSP partnership working through the Thriving City Theme (and First Stop York/Science City York activity specifically)	Economic Development Group	