



Notice of meeting of

Economic Development Partnership Board

To: Councillors Steve Galloway (Chair), Jamieson-Ball (Vice-Chair), Kirk, Alexander, Gillies, Looker, Scott and Taylor

Mr Andrew Scott (First Stop York Tourism Partnership), Jez Willard (Retail Sector), Mr Brian Anderson (Trades Unions), Mr Len Cruddas (Chamber of Commerce), Mr Mike Galloway (Education/Lifelong Learning Partnership), Mr Kevin Moss (Finance Sector), Prof Tony Robards (University of York), Mr Mark Sessions (Manufacturing Sector) and Julie Hutton (Yorkshire Forward)

Date: Wednesday, 28 November 2007

Time: 6.00 pm

Venue: The Guildhall, York

AGENDA

1. Introductions & Apologies

2. Declarations of Interest

At this point, Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

3. Minutes

(Pages 1 - 6)

To approve and sign the minutes of the meeting held on 25 September 2007.

4. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Board's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is 27 November 2007 at 5.00pm.

5. Future Membership And Working Of The Economic Development Partnership Board (Pages 7 - 16)

The report sets out a discussion document to outline to the Board proposals for reviewing membership and terms of reference following consideration of the Future York Group recommendations regarding partnership working at the last meeting of the Board.

6. Progress With Key Issues Arising From The Report Of The Future York Group (Pages 17 - 26)

This report seeks to brief the Board on progress with respect to key recommendations made by the Future York Group.

7. Update on the establishment of a Single Tourism Organisation for York (Pages 27 - 32)

This report updates members on current progress on establishing a Single Tourism Organisation (with a working title of Visit York) for the city and requests endorsement for the actions taken so far.

8. Any other business which the Chair decides (Pages 33 - 52) is urgent under the Local Government Act 1972.

Discussion Paper on the City Centre Partnership

The Chair has agreed to take an item under Urgent Business on the City Centre Partnership. This item is to enable an early discussion at the Economic Development Partnership Board (EDPB) on ways of sustaining the activities of the City Centre Partnership following their Board meeting held on 22nd November. No further EDPB meeting (which is not a decision taking Board) is scheduled before the next Partnership meeting (which must make decisions about its future). This item will also be considered at the Executive on 18 December 2007.

The report sets out a discussion document regarding the City Centre Partnership and proposals for a Business Improvement District (BID).

Democracy Officer:

Name: Tracy Johnson

Contact details:

- Telephone – (01904) 551031
- E-mail – tracy.johnson@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting.

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Minutes

MEETING	ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
DATE	25 SEPTEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), KIRK, ALEXANDER, SCOTT, TAYLOR, FRASER (SUBSTITUTE) AND HUDSON (SUBSTITUTE) JEZ WILLARD (RETAIL SECTOR), MR LEN CRUDDAS (CHAMBER OF COMMERCE), MR MIKE GALLOWAY (EDUCATION/LIFELONG LEARNING PARTNERSHIP), PROF TONY ROBARDS (UNIVERSITY OF YORK) AND JULIE HUTTON (YORKSHIRE FORWARD)
APOLOGIES	COUNCILLOR CEREDIG JAMIESON-BALL, COUNCILLOR JANET LOOKER, MR ANDREW SCOTT (FIRST STOP YORK TOURISM PARTNERSHIP), MR BRIAN ANDERSON (TRADES UNIONS), MR KEVIN MOSS (FINANCE SECTOR) AND MR MARK SESSIONS (MANUFACTURING SECTOR)

7. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they may have in the business on the agenda.

Cllr Fraser declared a personal non-prejudicial interest in Agenda Item 6 Report of the Future York Group (minute 11 refers) as a member of the retired section of Unison and the TGWU.

Cllr Kirk declared a personal non-prejudicial interest in Agenda Item 7 Development of an Anti-Poverty Strategy (minute 12 refers) as an employee of the Joseph Rowntree Foundation.

8. MINUTES

RESOLVED : That the minutes of the meeting held on 19 June 2007 be approved and signed by the Chair as a correct record.

9. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

10. PROGRESS ON KEY ISSUES

Members considered a report which briefed board members on issues and progress on key areas of economic development activity in the past six months, since the previous update in March.

Members received updates on the following areas:

- Tourism
- Rail related issues
- Science City York (SCY), including SCY organisational structure going forward, Northern Way Bid, BA Festival of Science 2007, National Science Cities Development Group, and Skills Development and STEM
- York Training Centre
- City Centre Partnership Limited
- Future Prospects
- York Business Survey

The following points were raised:

- The methodology used for ascertaining the age profile of visitors to York
- The nomination of contractors for Network Rail and the new service provider Grand Central
- The two year action plan for the York Training Centre

Annexes to the report gave details of performance indicator information in relation to business performance, business confidence, employment balance, improved business performance, unemployment in York, and key visitor trends.

Further information was distributed to Members entitled “York – The thriving City” detailing

- performance indicators regarding unemployment rates, number of new businesses, Gross Weekly pay for all full-time workers, percentage of York residents of working age achieving a first full level 2 qualification
- Local Area Agreement Measures relating to educational issues, earnings, benefit levels, and tourism

Members thanked officers for the encouraging report.

RESOLVED : That the report be endorsed and the Board’s input be noted.

REASON : To help shape the effectiveness of future action.

11. REPORT OF THE FUTURE YORK GROUP

Members considered an information report which briefed the Board on the final report of the Future York Group and sought its views on its main findings. It detailed the following four recommendations directly concerning the board:

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.

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.

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.

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.

The annex to the report detailed the response to the Future York Group report. Officers updated that this was a work-in-progress.

In connection to Recommendation 1, Members discussed the following:

- Future of this board in terms of membership
- Whether an independent Chair would be appropriate
- The need for the board to be more representative of the business community
- The need for trade union representative involvement
- The need for greater cohesion between different organisations in the city
- Input of the private sector
- What the group is trying to achieve and the outcome of this having an input into the decision on the composition of the group

Members requested that officers circulate prior to the next meeting proposals for the composition of this board.

RESOLVED : (i) That the Boards comments above be noted;
 (ii) That proposals for a revised membership of this board be circulated to all Members prior to the next meeting, and that it be considered at the next meeting of this board.

REASON : To help shape the effectiveness of future action.

12. DEVELOPMENT OF AN ANTI-POVERTY STRATEGY

Members considered a report which provided information regarding the developing anti-poverty strategy and the response it received at the Without Walls Partnership at its meeting on 18 July 2007. Members were requested to agree the proposed steps suggested for implementation by

the Economic Development Unit to help reduce poverty. In addition Members were requested to endorse the proposed performance indicators that the Economic Development Unit could add to those of other partners as a means of measuring the progress of anti-poverty actions.

The proposals and measures, when added to those from partners, would form an action plan to support the delivery of the developing Anti-Poverty Strategy. This draft strategy was attached as Appendix 1 to the report.

The report presented six proposed actions and five proposed measures as detailed in paragraphs 26 & 27 of the report for endorsement by members.

Members discussed the promotion of lifelong learning, re-skilling, skills and inclusion, and the requirement for information regarding those who have been affected by job losses in York e.g. Nestle.

RESOLVED : (i) That the comments of the board be noted;
 (ii) That the six proposed actions and five proposed measures be endorsed.

REASON : To help shape the effectiveness of future action and make a positive input into the Anti-Poverty strategy.

13. DEVELOPMENT OF A SKILLS STRATEGY FOR YORK

Members considered a report which provided interim information on the development of an adult skills strategy for York within the context of the Community Strategy (the Without Walls learning vision). It also reviewed the recommendations relating to the development of skills in the Future York Group Report, and explained that work is on-going to identify potential gaps between the strategies. The report detailed the learning vision for the City of York, details of York's Adult Learning and Skills Strategy 2007 – 2010. It also detailed a number of specific skill recommendations made in the Future York Group report in relation to the Council working with partners, these being:

- Increasing Further and Higher Education opportunities relevant to increasing economic activity.
- Increasing the proportion of the workforce with technical skills and the development of graduate placements (particular focus on the role of Science City York).
- Proactively develop an entrepreneurial workforce.
- Engage fully with local business.

Members discussed issues related to the low self-employment rate, reacting to changes in the economy, the difference between training schemes and what employers want from potential employees, and the importance of input from schools.

RESOLVED : That the Boards comments as detailed above be noted.

REASON : To help shape the effectiveness of future action.

Cllr SF Galloway

CHAIR

The meeting started at 6.00 pm and finished at 7.20 pm.

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Economic Development Partnership Board

28th November 2007

Report of the Assistant Director Economic Development and Partnerships

Future Membership And Working Of The Economic Development Partnership Board

Summary

1. The report sets out a discussion document to outline to the Board proposals for reviewing membership and terms of reference following consideration of the Future York Group recommendations regarding partnership working at the last meeting of the Board.

Background

2. The Future York Group recommends that there should be a stronger engagement of the private sector business in the future of the City. The Group has urged businesses to take up any offer of involvement from the City and its partners in economic development, on the basis of constructive open discussion building upon the dialogue established by the Group. Their report recognises the status of the Economic Development Partnership Board as the main forum within the Local Strategic Partnership and Council's partnership structures for discussion of economic and business issues. However, the Group did not believe that the impact of the Board has been as strong as it could be. It has therefore recommended that the terms of reference, membership and working arrangements of the Board should be reviewed with the aim to re-establish a group with strong business representation, together with other economic partners, to lead the economic transformation of the City in accordance with a new vision. The Future York Group saw this reviewed Board as continuing their work in setting a strategy for action, concentrating on the major interventions and key drivers for change. It envisaged that the Group would monitor progress and report to the Local Strategic Partnership, the Council and other partners responsible for the delivery of programmes and projects. This would be undertaken through the production of an annual economic development plan demonstrating progress against vision, strategy and plans it has approved. The Future York Group report highlighted also the importance of addressing skills and inclusion issues to ensure the best possible future prosperity of the City. It noted the need for closer business involvement with the skills strategy and with the organisations responsible for delivering education and training. Finally on this issue, the report also recognises the importance of the role other key partnerships, such as Science City York, the Area Tourism Partnership and the City Centre Partnership, will play in achieving a secure and confident long-term economic future for the City. In summary, the key recommendations regarding partnership working set out in the Future York group report are:

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.

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.

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.

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.

3. This was debated at the last meeting of the Partnership Board held in September and it was agreed that proposals would be formulated for discussion on how best to review the membership and working of the Board to respond to the recommendations set out in the Future York group report.

Consultation

4. There has been considerable consultation on the Future York Group report and this is set out in a separate report on the agenda of this meeting.

Options

5. To consider the proposals for reviewing the Economic Development Partnership Board and any suggested amendments.

Analysis

6. The attached note (Annex A) sets out a proposal for consideration at the meeting. Comments are invited from the Board prior to seeking agreement to any proposal at a subsequent meeting of the Board. The Board will also need to consider the process for determining representation on the Board. When agreed, this is likely to require an amendment to the Council's constitution and the endorsement of the Local Strategic Partnership.

Corporate Priorities

7. The Future York Group report relates to the following objectives for the Council, the Economic Development Service Plan and the LSP Without Walls initiatives.

* The "Thriving City" theme of the WOW Community Plan has the following strategic objective:

"To support the progress and success of York's existing businesses and to encourage new enterprises in order to maintain a prosperous and flourishing economy that will sustain high employment rates."

* The Economic Development Service Plan sets identifies a number of corporate priorities:

- DIP 5 Increase people's skills and knowledge to improve future employment prospects.
- DIP 6 Improve the contribution that Science City York makes to economic prosperity.
- DIP 8 Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.
- DIP12 Improve the way the Council and its partners work together to deliver better services for the people who live in York.

Please note that it is now proposed to amend DIP 6 to improve the economic prosperity of residents of the City with a focus on minimising income differentials.

Implications

8. Financial: There are no implications at this stage. Any significant implications to economic development activity will be the subject of future reports to the Board.
9. Human Resources: None
10. Equalities: None
11. Legal: None
12. Crime and Disorder: None
13. Information Technology: None
14. Property: None

Risk Management

15. In compliance with the council's risk management strategy. There are no risks associated with the recommendations of this report.

Recommendation

16. The Board provides input and views on the proposal to review membership and the working of the Economic Development Partnership Board.

Reason: To help shape the effectiveness of future action.

Contact Details

Author:

Roger Ranson
Assistant Director Economic
Development & Partnerships
Phone No: 01904 551614

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

**Report
Approved**



Date 13/11/2007

Specialist implication Officers: None

Wards Affected:

All

For further information please contact the author of the report

Background Papers: The Future York Group report – an independent strategic review of the York economy, June 2007

Annexes: Annex 1 – Draft Terms of Reference

Economic Development Partnership Board: Draft Terms of Reference

1. THE PARTNERSHIP

- 1.1 The partnership is called the Economic Development Partnership Board. It is one of the seven partnerships commissioned by Without Walls to take responsibility for the themes within the York City Vision and Community Strategy, *York, a city making history*. The current area of responsibility for the Economic Development Partnership Board is *York, a Thriving City*. The Sustainable Community Strategy is under review, but it is intended that the Board will fulfil a similar role following this review. It also acts as an advisory body to the Council, providing advice to the Council's Executive on those matters related to the economic development of the City that fall under the responsibility of the local authority.

2. PURPOSE

- 2.1 The mission of the Economic Development Partnership Board is:

To enhance the economic well-being of the City, being at the forefront of innovation and change with a prosperous and thriving economy supporting the progress and success of businesses and encouraging new enterprises that will sustain high employment rates whilst ensuring that all sections of the community are able to benefit from economic opportunities.

- 2.2 The key roles of the Economic Development Partnership Board are to:

- a) **Set the strategy for action and concentrate on the most important issues for the economic well-being of the City** – develop, monitor and review strategic goals and shared ambitions that underpin the economic development of the City.
- b) **Prepare an annual economic development plan** - setting priorities and ensuring action, taking account of resources allocated by the Partnership and by partners, and budgets.
- c) **Review performance** – demonstrating progress against the vision, strategy and plans.
- d) **Provide a focus for land and development issues** – particularly the impact on the local economy and how these can best respond to needs.
- e) **Provide a focus for skills and inclusion issues** - ensuring that future employment needs are considered within the City's skills, education and training strategies so that the best employment opportunities are available for residents and businesses have available the necessary skilled workforce.
- f) **Provide a focus for supporting existing businesses and encouraging new enterprises** – maintaining a prosperous and flourishing economy that will sustain high employment rates.
- g) **Providing a focus for considering sub-regional, city regional and regional issues** - as they impact on the York economy.
- h) **Exploring new ways of working and service delivery.**

- 2.3 The partnership will oversee the development and implementation of the Thriving City theme within the city's community strategy, ensuring engagement and ownership. The Board will:
- a) be a key forum for shaping strategic goals with all relevant partners and stakeholder organisations, including priorities for the allocation of resources;
 - b) provide a strategic forum for engaging with leaders from the business community in the development of policy and in responding to key economic issues;
 - c) take the lead responsibility under the Local Strategic Partnership for developing policy, priorities and actions under the Thriving City theme and for collaborating with other theme leaders to achieve the overall vision for the City.

3. STRATEGIC AIMS (Taken from the existing Community Strategy)

- 3.1 To have a leading edge, modern, knowledge and science-based economy.
- 3.2 To be ranked and recognised as an international quality leisure and business visitor destination.
- 3.3 To have a broad based economic structure, characterised by good working practices, and with a highly skilled and motivated workforce.
- 3.4 To provide a strong and distinctive cultural sector, enriching the lives of residents and visitors.
- 3.5 To be a focus for high quality external investment and supportive of local business and small business development.
- 3.6 To support the University maintaining its top position within the UK and in its role of acting as a key local and regional economic generator.
- 3.7 To play a full regional and sub-regional economic role.
- 3.8 To have a modern, sustainable and uncongested transport network.
- 3.9 To enable local people, including those with disabilities, to benefit from the new job opportunities and increased income levels from increased economic prosperity.

4. GUIDING PRINCIPLES

- 4.1 When working on issues the partnership will aim to add value to all new and existing work by:
- a) Viewing the issue as a whole and at a strategic level
 - b) Co-ordinating the compilation of information
 - c) Co-ordinating the use of resources
 - d) Engaging with partners that might have a contribution to make on individual issues
 - e) Informing and empowering individuals, organisations and partnerships to help resolve issues

- f) Acting as a unified lobbying group
- 4.2 Members will agree their role and commit to fulfilling this role.
- 4.3 Objectives will be realistic and must be signed up to by members.
- 4.4 The process for developing objectives and subsequently implementing them will be clear to all.
- 4.5 While being forward looking, the partnership must reflect and evaluate. The focus of evaluation will be:
 - a. How is the partnership working?
 - b. What is the partnership achieving?
- 4.6 There will be collective ownership and responsibility within the partnership.

5. MEMBERSHIP

- 5.1 The membership will comprise representatives of:
 - a. The City of York Council -
Leader of the Council and up to 2 other Councillors
 - b. Strategic Partnerships - one nominated by each of the following:

Science City York
York Area Tourism Partnership
Yorkshire Forward

Learning and Skills Council

York and North Yorkshire Chamber of Commerce

Trade Unions
 - c. Sector Representatives: - from each of the following, to be determined by the Council in consultation with the Local Strategic Partnership:
Major employers (employing over 250) in the City – two places
Smaller local employers (employing less than 250) – two places
 - d. Co-opted
The Economic Development Partnership Board will nominate any additional co-opted members to the Council for approval.

(Definition: A 'partner' is the organisation, partnership or sector. A 'member' is a representative of that organisation, partnership or sector)
- 5.2 To allow effective decision-making membership of the partnership must be constrained to the above categories but members will be appointed as far as

possible to ensure that the membership reflects the wide variety of interests with respect to economic well-being within the city.

- 5.3 Each 'member' should be empowered to represent the views of the partner they represent and that, insofar as the constitution of the partner allows, they should be able to commit that partner.
- 5.4 Each partner may nominate a standing deputy. In the event that a member is unable to attend the deputy will have the same rights as the member that they are deputising for.
- 5.5 The Economic Development Partnership Board may invite organisations not represented on the partnership to attend and participate in that part of their meetings that are of relevance to that organisation.
- 5.6 All representatives shall be encouraged to take an active part in proceedings and appropriate support shall be provided where necessary to facilitate this.
- 5.7 The membership of the partnership shall be reviewed annually prior to the annual meeting of the partnership to be held in June (or as near as possible) of each year. New members required will be sought using Nolan principles.
- 5.8 The individual term of office will be 3 years for all ; Members may be re-nominated when this term of office expires.
- 5.9 The Chair and Vice Chair of the Partnership board shall be elected each year at the annual meeting of the Partnership. If the Chair is elected from the private sector, then the Council will hold the position of Vice Chair. It is intended that the Chair of the Economic Development Partnership Board will be a member of the Without Walls Partnership and the Chair (or nominated representative) will be required to attend meetings of the WOW Executive Delivery Board.

6. MEETINGS

- 6.1 To encourage strategic working, the partnership should aim to meet approximately four times a year. Further ad hoc meetings may be arranged as determined by the partners.
- 6.2 Advance notice of items for the agenda of the next meeting shall be submitted to the Chair who will determine the agenda for that meeting.
- 6.3 Voting at meetings, when required, shall be by a show of hands and matters determined by a simple majority. All board members shall have one vote, and in the event of equality of voting, the Chair shall have a casting vote.
- 6.4 A declaration of interest shall be made by any member and recorded in the minutes of the meeting where there may be a conflict of interest in the matter under discussion. Where the interest is personal and prejudicial the member shall withdraw from the debate and shall not participate in any vote.

7. DELEGATION OF AUTHORITY

- 7.1 It is understood that each partner will, through its own procedures, make explicit commitments to support the partnership.

8. ACCESSIBILITY

- 8.1 Meetings of the Economic Development Partnership Board will normally be open to the public to attend unless confidential or sensitive information is being discussed in which case a special resolution will be made to exclude the public for that item.

- 8.2 Minutes and papers shall be made freely available to the public unless specifically excluded for reasons of confidentiality.

9. PARTNERSHIP SUPPORT

- 9.1 The Council will be responsible for providing support to the partnership e.g. administering the meetings.

- 9.2 The partnership is committed to capacity building and engagement of non statutory sector bodies and every effort will be made to ensure that they are fully involved and are able to participate effectively in the Board.

10. THE WORKPLAN

- 10.1 The Economic Development Partnership Board will develop and maintain a workplan identifying priorities drawn from the outcomes framework within the Thriving City Theme of the Community Strategy (or any similar theme following the revision of the Community Strategy) and setting out:

- * key objectives and actions which will deliver on the priorities
- * measures against which to monitor progress

- 10.2 The Economic Development Partnership Board will appoint “champions” from within its members to lead the work on each identified priority area. Task groups will be set up as necessary to act on the partnership’s behalf. Regular progress reports will be made to meetings of the Board. Task groups will be disbanded once the task is complete.

- 10.3 The Economic Development Partnership Board will report on progress against the Community Strategy to the Without Walls Executive Delivery Board.

- 10.4 The Economic Development Partnership Board will take responsibility for the economic development and employment indicators within the Local Area Agreement and co-ordinate necessary action to deliver on the agreed targets.

- 10.5 The Economic Development Partnership Board will take responsibility for contributing to any initiatives at a sub-regional, City regional or regional basis which will impact on the economic well-being of the City.

11. ALTERATIONS TO THE CONSTITUTION

11.1 The constitution will be adopted by the board. Any proposed alterations to the constitution must be proposed and seconded at a meeting of the Economic Development Partnership Board by two members and to be carried must be supported by at least thirds of those present and eligible to vote. Any changes to this constitution will also require the approval of the Council.



Economic Development Partnership Board

28th November 2007

Report of the Assistant Director

Progress With Key Issues Arising From The Report Of The Future York Group

Summary

1. The report seeks to brief the Board on progress with respect to key recommendations made by the Future York Group.

Background

2. The Future York Group was commissioned by the City of York Council to undertake an independent strategic review of the local economy, following a series of announcements regarding job losses in the City. The Group was chaired by Christopher Garnett and was well attended at its meetings by the group members. They received a variety of presentations and background information to enable them to make their conclusions and recommendations. This authoritative report will provide the framework for future actions to be undertaken by the City of York Council and partners with regard to promoting the economic well-being of the City. Their final report was launched on 12th June when it was handed over to the City of York Council at a public event at the Mansion House. Copies of the executive summary of the report have been made available to all elected members and the full report has been published on the Council's web-site.

Consultation

3. The report effectively entered the public domain on its handover to the Council on 12th June 2007 and has been made widely available since then. Comments received on the findings of the Future York Group have been collated and are to be reported to a meeting of the Council's Executive on 4th December. In addition, the York Professional Initiative have conducted an on-line survey of businesses and this will be reported at the meeting. Formal consultation on the report has also taken place through the Without Walls Local Strategic Partnership and its thematic groups. The views of the Economic Development Partnership Board were sought at its meetings held on 19th June and 25th September. There has also been the opportunity over the summer/autumn period to consult on the findings of the Future York Group report as part of planned consultation for the review of the Sustainable Community Strategy and the Local Development Framework core strategy. This consultation will set a strong and robust strategic framework for future actions in enhancing the economic well-being of the City.

Options

4. This report is for information only and therefore does not present options for decisions by Board members. Where decisions are necessary specific reports on those issues and options will be presented. However, Board members are invited to comment on the information provided below.

Analysis

5. This Future York Group is an authoritative analysis of the local economy based upon a wealth of data and presentations given to the group. There has been a process of consultation on the findings of the report has highlighted above. Progress with the key recommendations can be summarised in the following:

VL1: We recommend our vision of the long-term economic future of York to City of York Council and partners, and urge them to adopt it as the plan for future policy and action.

The Council has undertaken an extensive consultation exercise following receipt of the Future York Group report. Work has now started on reviewing the Sustainable Community Strategy for York through the Without Walls Local Strategic Partnership. This will form the future vision for York and will be guided by the recommendations set out in the Future York Group report. The revised Sustainable Community Strategy will be in place by April 2008. Members of the Without Walls Board have decided that the review of the Sustainable Community Strategy will work within its current vision for York and therefore it will not seek to amend this; this states that :

“York will make its mark by:

- building confident, creative and inclusive communities
- being a leading environmentally-friendly city
- being at the forefront of innovation and change with a prosperous and thriving economy
- being a world class centre for education and learning for all
- celebrating our historic past whilst creating a successful and thriving future”.

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.

Members will be aware that the Council has been instrumental in the appointment of Sir Ron Cooke as Chair of the Local Strategic Partnership. In addition, the Economic Development Partnership Board has recognised the need to review its terms of reference and membership; this is set out in a separate report on the agenda of this meeting.

P6: We recommend that City of York Council urgently prepare a Master-plan, reflecting the Future York Vision, to guide development and investment decisions and promote investment.

The key elements of the Masterplan will be the revised strategic aims and key actions within the Sustainable Community Strategy which will be in place by April 2008 and the Core Strategy of the Local Development Framework, programmed for 2009. In addition, the Council is working closely with Yorkshire Forward and other partners to develop the strategic thinking around connecting the York Northwest site. Work is also underway to examine good practice in masterplanning among other cities.

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 and retail industries to achieve higher added value; which promotes financial and professional service activities; and which creates a supportive business environment.

Yorkshire Forward have identified in their overview of the York economy a number of "key messages" regarding the opportunity for York's economy to grow. Whilst some of these messages are covered elsewhere in the recommendations of the Future York Group report, at the heart of the messages is the need to deliver York's identified brownfield regeneration sites. In particular, York Central and Heslington East are mentioned. Heslington East now has planning permission and is rapidly progressing to a number of detailed applications. York central is now combined with British Sugar's redundant site in planning terms and is known as York Northwest. In order to ensure the smoothest transition of these sites into development, an Area Action plan within the Local Development Framework is underway, which when complete will provide the planning framework and relative certainty for both sites. The Council has committed extra resources to developing the Area Action plan which now means that the plan will be completed in advance of the landowners programme for planning permission and subsequent development. The other important brownfield sites are also moving forward and the Council's recently completed Employment Land review and subsequent Employment Land Allocations policy, again within the emerging Local Development Framework, will ensure the opportunity for regeneration activity is not lost.

The Council will continue to work with other partners, particularly Yorkshire Forward to agree the key priorities for the economic well-being of the City and to incorporate these into the Sustainable Community Strategy, City of York Council strategic objectives (as recently amended by the Executive), and Local Development Framework Core Strategy. Discussions are underway with York-England, Science City York, and the Local Strategic Partnership to plan collectively on this basis, as highlighted in framework for action considered at the last meeting of the Partnership Board. In addition, the Council will be working with Yorkshire Forward in the coming months to put in place a programme of prioritised activity to take the economy forward following announcements expected to be made by Yorkshire Forward on their policy priority areas for investment.

The Enterprise and Economy work within the Local Area Agreement will need to consider the recommendations of the Future York Report, as it is revised to be re-submitted to Government Office by June 2008.

Latest projections show the population of the City to grow by 20% by 2029. In addition, the Government has recently published proposed changes to the Regional Spatial Strategy which are being evaluated by Officers, taking account of the recommendations from the Future York Group report. York North West (York Central and British Sugar sites) are being promoted as growth points within the Leeds City Region a part of the response to this Government initiative.

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 needs to develop engagement with the wider business community in York in order to leverage the benefits of its nationally recognised status.

The Council together with the University are the key partners in establishing Science City York as a Company Limited by Guarantee. The Science City York Board are also in the process of establishing an advisory group which will seek to encourage the engagement of a wide section of partners in its work. Science City York has accessed funding through Yorkshire Forward to support business and cluster development. It has also accessed funding through the Northern Way initiative for the Park central project at York Science Park and for the Biological Business centre at the University. Detailed discussions are currently taking place with Yorkshire Forward regarding the remainder of funding available from Northern Way. As this requires to be spent by the end of March 2008 and due to delays in bringing forward development proposals on the Terry's site, an alternative proposal to create a Centre of Excellence in Mass Spectrometry, rivalling centres in Cambridge, Manchester and Scotland, has been proposed and has received support from Yorkshire Forward. Yorkshire Forward have indicated that they would still be prepared to support the Digital and Creative Technologies Centre proposed for the Terry's site through their single capital funding pot in the forthcoming financial year.

Heslington East received planning permission for the expansion of the University as the Future York Group report was being launched. The Council is actively engaged in providing advice and support to the University in the implementation of the plans and guidance on the opportunities for financial support through the European Regional Development Fund. The University is intending that Complex X, which will include a centre for business and innovation, will be open in October 2009.

The Council has written to the Prime Minister and the Minister for Science and Innovation on behalf of Future York regarding the enterprise zone-style capital allowance for limited classes of property investment in R&D zones to encourage development. No response has been received as yet.

The Pre Budget Report did outline that overall spending on science was to increase by £900 million through to 2010-11. This is in support of a new PSA target which focuses on increasing R&D and Innovation activity. This also included a commitment to work more closely with higher education establishments.

E4: We recommend that City of York Council strengthen its tourism partnerships, by having a single 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 wider 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.

The move to a new structure for the tourism partnership will provide a united focus to the development of the visitor economy. York achieved 6.8% last year against the Yorkshire Forward annual growth target of 5%, but the challenge for the new partnership is to do even better. The Council has been instrumental in the establishment of the new partnership and will be determining its representation at the meeting of Council on 29th November 2007. It is also proposed to present a further report to the Executive in December regarding a funding issues and a service level agreement between the Council and the new tourism partnership. Plans are therefore well advanced for the creation of a Single Tourism Organisation in York by April 2008. A new independent Chair and Directors have recently been appointed, and will seek to build on the work of First Stop York in such areas as marketing and promotion, development of the quality of the product, improved market intelligence and better visitor information, whilst at the same time safeguarding and ultimately growing the scale of private and public investment in tourism activity. It is intended that the Board will be in place in shadow form from December 2007.

Opportunities around High Speed 1 commencing operation on 14th November, will open up new marketing opportunities for York, both leisure and business travel.

Also the 2012 games offers an opportunity for York and North Yorkshire to benefit from visitors who will not want to be in London when the games are on and instead of travelling to Europe they could be attracted to Yorkshire. There is an opportunity to exhibit in Beijing next year and showcase York and North Yorkshire. Yorkshire Culture is leading this work and planning on this activity will be done over the next few months.

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 growth opportunities.

Officers have also met with Yorkshire Forward and york-england.com and the framework of key account management in the City has been reviewed and revised. Major employers will have a key contact within the Council at a senior level. Other businesses will be covered with regular visits using officers from the Council, Yorkshire Forward and york-england.com. The object of these contacts is to get a much better understanding of business needs and a more responsive public sector approach. In particular, information on future employment needs will be fed into the City's skills strategy to ensure both the best employment opportunity for the City's residents and that businesses have available the necessary skilled workforce.

Current engagement with Leeds City Region will assist in further development of the financial and business sector in York.

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.

Early discussions have taken place with the Learning and Skills Council to consider existing strategies including the Adult Skills Strategy and 14-19 Strategy for Education and Training. Changes as a result of the Government's Sub National Review moving the 14-19 agenda to the local authorities mean that existing activity and the Lifelong Learning Partnership for York will require further review. This matter will be considered further at

the December meeting of the Lifelong Learning Partnership. It is intended that any revisions to the Adult Skills Strategy and the 14-19 Strategy for Education and Training taking account of the Future York Group report will be in place by April 2008.

A report was provided to the last meeting of the Economic Development Partnership Board, setting out details of the Adults Skills Strategy and advising that work is on-going to identify potential gaps. Work is continuing to ensure that the Skills Strategy and Future York Report are aligned. Closer working between the Economic Development Partnership Board and the Learning City Partnership is being encouraged. A report is included elsewhere on the agenda of this meeting setting out a discussion document for reviewing membership and terms of reference for this Partnership – this will seek to strengthen the links between economic development and skills strategies.

S7: We recommend that City of York Council work with key partners and relevant stakeholders to ensure that the disparity in income in the city does not widen as the economy expands. Positive action must be taken to ensure that as many residents and employees as possible can benefit from the new economic opportunities.

It is important that the Council and partners work to develop activity to ensure that people from the deprived communities in York have the opportunity to access jobs and that young people in the areas have the chance to broaden their horizons through a better range of work experience opportunities for them in the city. A proposal to address adult worklessness has been developed and is being led by Future Prospects, working in partnership with others. This seeks to target support to specific groups and geographical areas within the City. The proposal is currently seeking funding, predominately through the European Social Fund, and if successful will be implemented from April 2008 onwards.

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.

A programme of action has been developed, balancing quality of production against time in order to make sure the LDF meets the required standard. It is now expected that the LDF Core Strategy will be adopted by 2009, as recommended in the Future York Group report.

In5: We urge City of York Council to work with neighbouring authorities and with regional partners to ensure the adoption of a supportive and consistent economic development, employment, land, housing and transport strategy across the sub-region.

Currently work is going on around Leeds City Region Development Programme and City of York Council is engaged with this. City of York Council are also still active members, with others, of the York and North Yorkshire Partnership taking forward the priorities for the next period of Investment Planning and connecting York to the wider sub-region. A plan of engagement with the Leeds City Region is currently being developed.

In6: We recommend to City of York Council that sufficient and appropriate housing (partly 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

The City has recently been allocated in the final draft Regional Spatial Strategy a higher housing figure of 850 dwellings per annum from 2008 until 2026. As a result of this York has bid to become a New Growth Point on the York Northwest site which could mean, if successful, money would be available to help fund significant infrastructure costs of developing this site. In addition, the City has recently completed its Housing Market Assessment which will identify the need for family houses and will enable the Council to defend its position in subsequent housing planning applications.

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 the dualling of the city's northern 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 develop international access across the region, which would significantly develop Yorkshire and Humber's competitiveness in the global knowledge economy.**
- iii) Investigate options and funding mechanisms to improve sustainable public transport links to neighbouring towns and cities.**

The Council has written to the Minister for the region, Caroline Flint, regarding the ring road. The Council are also discussing with Peel the operators of Robin Hood Airport links to York. The Council is also planning to submit a proposal to the Regional Transport board when it reviews its 10 year Regional Transport Programme in Spring 2008. This is a very important and necessary step in getting the proposal into the programme thus allowing a Major Scheme bid to be made to the Department of Transport for funding of the necessary Northern Ring Road improvements.

6. Whilst considerable progress is being made to implement the recommendations arising from the Future York Group report, it is imperative to maintain momentum to ensure action continues to be made and that progress continues to be monitored. Since the Future York Group report was produced, the Government has announced its Comprehensive Spending Review (CSR) and the sub-national review of economic development and regeneration. This sets out plans to refocus powers, responsibilities and accountabilities of the Regional Development Agencies and proposes new responsibilities for local authorities, including a statutory responsibility for economic development and the 14-19 education agenda (refer S1). These changes will provide a very positive opportunity for City of York Council to work with partners to respond to the recommendations set out in the Future York Group report.
7. Council has asked for further work to be undertaken on the environmental implications of the Future York Group report. This is being taken forward by the Sustainability team within City Strategy and will be incorporated into the report to the Council's Executive in December.

Corporate Priorities

8. The Future York Group report relates to the following objectives for the Council, the Economic Development Service Plan and the LSP Without Walls initiatives.

- * The “Thriving City” theme of the WOW Community Plan has the following strategic objective:

“To support the progress and success of York’s existing businesses and to encourage new enterprises in order to maintain a prosperous and flourishing economy that will sustain high employment rates.”

- * The Council’s corporate strategy identifies a number of priorities relevant to the Future York Group report:

- Increase people’s skills and knowledge to improve future employment prospects.
- Improve the prosperity of residents with a focus on minimising income differentials.
- Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.
- Improve the way the Council and its partners work together to deliver better services for the people who live in York.

Implications

9. Financial: Progress on the Future York Group report has been undertaken to date using existing resources within the Council. There remain some key areas for the Council to develop in response to the Future York Group if the City is to fully realise its economic development potential. These include additional efforts to stimulate and develop the economy, further engagement with business, and ensuring that as many residents as possible benefit from proposals to develop the local economy. There may therefore be direct financial implications for the City of York Council in responding to the findings of the Future York Group report and these will be considered as part of the budget setting process of the Council and as part of any future reports to the Executive or EMAP.
10. Human Resources: None
11. Equalities: None
12. Legal: None
13. Crime and Disorder: None
14. Information Technology: None
15. Property: None

Risk Management

- 16.. In compliance with the council’s risk management strategy. There are no risks associated with the recommendations of this report.

Recommendation

- 17.. The Board is invited to comment on the actions set out in paragraph 5 above outlining progress in responding to the key recommendations from the Future York Group report.

Reason: To help shape the effectiveness of future action.

Contact Details

Author:

Roger Ranson
Assistant Director Economic
Development & Partnerships
Phone No: 01904 551614

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

**Report
Approved**



Date 13/11/2007

Specialist Implication Officers: None

Wards Affected:

All

For further information please contact the author of the report

Background Papers: The Future York Group report – an independent strategic review of the York economy, June 2007

Annexes: None

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Economic Development Partnership Board**28 November 2007**

Report of the Assistant Director Economic Development and Partnerships

Update on the establishment of a Single Tourism Organisation for York**Summary**

1. This report updates members on current progress on establishing a Single Tourism Organisation (with a working title of Visit York) for the city and requests endorsement for the actions taken so far.

Background

2. At the Economic Development Partnership Board meeting in March, Members were advised that a new Tourism Strategy and Action Plan was adopted by the York Tourism Partnership, and that a review was to take place of the organisation and management of tourism in York, which would be reported back to the Board. This review has now taken place, and a process has started which should lead to the establishment of a Single Tourism Organisation (working title "Visit York") by 1 April 2008. This will build on the success of the existing tourism partnership, which has seen the York economy benefit from a 62% growth in visitor spend since 1993 and almost 1,600 additional jobs.

Consultation

3. Discussions have been taking place throughout the year on the shape and form of the Board and structures for Visit York. Essentially Visit York will be a public-private sector company limited by guarantee, with responsibilities for leading the continued development of tourism in York and the surrounding area. It will lead on defining and securing investment to develop the quality of the York product, and market York as a destination to the leisure and business visitor, including domestic and overseas markets. The ultimate target is a 5% per annum growth in tourism earnings, contributing to regional growth targets.
4. Consultation has included the existing York Tourism Bureau membership and other key stakeholders including Yorkshire Forward, the Yorkshire Tourist Board and Council members and officers. An initial report on the development of tourism in York was taken to City Strategy Executive Member Advisory Panel in July, while the principle of establishing a Single Tourism Organisation was also commended by the Future York Group.

Options

- 5 As this report is for information only, and Members of the Economic Development Partnership Board in March had already endorsed the principle of a single tourism organisation, there are no options required for consideration.

Analysis

- 6 The specific activities of the company, subject to final confirmation by the newly appointed Chair and Board, are likely to include:

- Setting the strategic direction for the development of tourism in York – led through the Chair and the Board, but with strong input from the Chief Executive
- Aiming to encourage and facilitate transformational enhancements to York’s visitor attractions, improvements to accommodation and hospitality provision within the city and influencing inward investment
- Defining and securing public and private sector investment to develop the quality of the York product (including championing investment in the public realm), and its marketing and promotion
- Maintaining and building on the current level of income from the private and public sector funding in order to carry out its core functions – raising funds from the private sector and maintaining investment and commitment from the Council and other public funding agencies
- Specific Marketing activity that delivers business to the city of York and the surrounding region through destination marketing, and directly to businesses through VIC services, hotel bookings, the visityork website etc
- Engagement and communication with stakeholders, businesses and service providers. This also includes representation on many outside bodies as determined by the company’s Board
- Seek to enhance the marketing and packaging of signature events and festivals and evening activities that will bring additional staying and high-spend visitors to York
- Pursuing a sustainable, green tourism agenda for the city and its businesses
- Encouraging the take up of employer-focused business support, skills development and training activities and working with the industry and partners on the promotion of careers in the tourism industry
- Commitment to performance management for the benefit of the company’s Board and for reporting to stakeholders and businesses

- Ambassadorial function – acting as the voice of tourism for York. Influencing national, regional and local strategies and opportunities for external funding, and working with regional and sub-regional agencies.

The forward strategy of the company will be to continue to grow and develop the private sector engagement with the partnership, increasing the level of support, to continue to secure significant investment from the public sector (through City of York Council), and to seek external funding for specific projects, through Yorkshire Forward or other bodies, that will secure the long-term future of York as a premier visitor destination.

- 7 Good progress has been made on establishing the Board. The Chair, John Yeomans, was appointed in October by a Nominations Committee following an open recruitment process and five other Directors have been appointed in the same way – Michael Hjort, Keith Wood, Mark Wray, Stephen Noblett and Janet Barnes.
- 8 The role of Non-Executive Directors, including the Council directors, is to provide a creative contribution to the Board by providing ideas and insight, objective and constructive criticism and support to the executive team in implementation of agreed strategies and specific actions.

In conjunction with the Chair and Chief Executive, the Non-Executive Directors are primarily responsible for:

- Determining the company’s strategic objectives and commercial viability.
- Monitoring progress towards achieving the objectives and policies.
- Overseeing the company’s activities.

- 9 The other directors will be three nominees each from the current Bureau Board and from City of York Council. The final Board appointee will be the Chief Executive.
- 10 The constitution of the new company has been the subject of discussion and negotiation between the Council and the current Bureau Board, given that the responsibilities of the new company are much wider than those of the existing Bureau. The Memorandum and Articles of Association (Mem and Arts) of the new company have been agreed, subject to final approval at a Bureau AGM in December. The Mem and Arts confirm the company’s strategic and operational roles, and a Service Level Agreement (SLA) is being finalised between the Council and the new company. This covers what the Council expects the new company to deliver, and ensures proper accountability for public funding. The Council will be asked to agree the Service Level Agreement at an Executive meeting on 18 December.
- 11 Yorkshire Forward has formally endorsed York’s approach so far. In its final (12 month) benchmark assessment the York Tourism Partnership has been assessed as “green” – the most positive ranking for progress towards a “step change” in tourism support. They state that:

“The current tourism partnership arrangements in York clearly demonstrate a proven ability to increase the prosperity of the city’s tourism industry and promote York as a major destination. During the last twelve months York tourism partners have undertaken a strategic review of the existing tourism partnership arrangements, and this exercise has also taken into account the findings of the Future York Group report. Tourism partners in York are capitalising on the current structural change process with the objective of developing a single tourism organisation for the city by 1 April 2008”

Corporate Priorities

12. Tourism in York is a major generator of economic benefits, with one in ten of the local workforce (9,970 people) employed directly or indirectly in tourism in 2006-07. Two of the Council’s Corporate Aims are relevant here – Objective 7 “work with others to develop opportunities for residents and visitors to experience York as a vibrant and eventful city” and Objective 3 “strengthen and diversify York’s economy and improve employment opportunities for residents”. Strengthening the visitor offer with judicious investment in new products, improved services and better marketing and promotion gives the best chance for York to achieve these goals, and these are all aspirations of the new company. The new company’s objectives also reflect the importance of tourism as a generator of economic benefits as set out in the City Vision and Community Strategy 2001-2024, where strategic aims within the “York – The Thriving City” objective include:

To be ranked as an international quality leisure and business visitor destination

To provide a strong and distinctive cultural sector, enriching the lives of residents and visitors.

Implications

- 13 The following implications have been considered in establishing the new company:

- **Financial**

The development of the company is based on the assumption of no net increase in tourism expenditure by City of York Council but the SLA will seek to secure a commitment from the Council for a three year rolling programme of funding

- **Human Resources (HR)**

There will be staff seconded from the Council’s tourism team (within the Economic Development and Partnerships group) into the new organisation, subject to a Secondment Agreement. HR issues for Bureau staff will be considered by external consultants.

- **Equalities**

There are no consequences on the staffing side. Tourism is very much an industry that welcomes all visitors and future investment (especially capital investment) will be DDA-complaint – this is especially important regarding investment in enhanced visitor information services.

- **Legal**

Advice has been obtained from Civic Democratic and Legal Services on the content of the Mem & Arts and the Service Level Agreement, co-ordinating with the partners' legal teams.

- **Crime and Disorder**

No implications of organisational change, though the activities of the new organisation will create genuine opportunity to increase safety in the evening by encouraging more activity in the evening.

- **Information Technology (IT)**

The IT requirements of Visit York will be handled by the new company.

- **Property**

Currently the partnership operates from separate offices in George Hudson Street (Bureau), Scarcroft Road (Hospitality Association), St Leonard's Place (CYC tourism) and the De Grey Rooms (Visitor Information Centre offices). It is proposed to combine those offices in Blake Street, following the recent decision to explore the relocation of the VIC to a property on the corner of Blake Street and Museum Street. The VIC would be on the ground floor, and the company's offices on the first floor. The property in question is currently owned by the Council but is to be sold to another party and leased back.

Risk Management

- 14 Issues of risk have been minimised by preparing and agreeing new Mem and Arts for the company, and a Service Level Agreement between it and the Council, following legal advice. Though the company will be a new one, essentially the organisations joining it have been delivering activity for some twelve years now, so actions to achieve the key goals of growing the value of tourism earnings will be continuous and seamless.

Recommendations

- 15 That the above report be noted and that actions taken so far be endorsed.

Reason: To provide additional support from the wider business community for the contribution that tourism makes to the wider economy in the city

Contact Details

Author:

Ian Tempest
Tourism Manager
City of York Council
Tel: 01904 554427

Chief Officer Responsible for the report:

Roger Ranson
Assistant Director (Economic Development and Partnerships)

Report Approved ✓ **Date** 14 Nov 2007

Bill Woolley
Director City Strategy

Report Approved *tick* **Date** *Insert Date*

Specialist Implications Officer(s)

Implication - Financial

Name Patrick Looker

Title Finance Manager, City Strategy

Tel No. ext 1633

Implication - Legal

Name Brian Gray

Title Principal Property Lawyer

Tel No. Ext 1042

Wards Affected

All ✓

For further information please contact the author of the report

Background Papers:

Memorandum and Articles of Association of Visit York
The Draft Service Level Agreement between the Council and Visit York
Minutes of York Tourism Partnership Executive meetings

All are held in the City Strategy offices at 9 St Leonard's Place

Annexes: None



Economic Development Partnership Board

28 November 2007

Report of the Assistant Director

Discussion Paper On The City Centre Partnership**Summary**

1. The report sets out a discussion document regarding the City Centre Partnership and proposals for a Business Improvement District (BID).

Background

2. The York City Centre Partnership (YCCP) was launched in October 2005 and is a public/private partnership company limited by guarantee. The company has been supported by Yorkshire Forward, the City of York Council, York Business Pride, Land Securities, Marks and Spencer and other companies. Its aims is to enhance the economic vitality and viability of the City Centre for the benefit of all who live, work, invest in or visit the Centre. A primary objective of the company has been to consult and research the establishment of a Business Improvement District in the City Centre of York. A BID is a partnership arrangement through which the local authority and the local business community agree to take forward practical schemes to benefit that business community; these are funded through a compulsory levy linked to the level of business rates by those who operate commercially within the predetermined boundaries of the Bid's effective area.
3. YCCP is now well into its second year of operations, concluding its first action plan with a number of high profile and successful activities. The company has sought to explore with city centre businesses the concept of a Business Improvement District for the foot streets. Significant research was undertaken, the end result of which was the decision taken at the YCCP Board meeting on 22nd November that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a BID to address such issues (as has happened in many of the towns and cities that have recently created BID's). Nor was there a single substantial project promising a substantial return on investment that a collective business levy could contribute to via a BID, to guarantee its successful completion.
4. Since the establishment of the Company and following the recent Government Spending Review and the publication of a Sub-National Review of Economic Development, the Government has now issued a consultation paper for a scheme for supplementary business rates. This White Paper sets

out the Government's proposals to introduce a power for local authorities to raise and retain local supplements on the national business rate, subject to the revenue raised only being used for spending on economic development, a national upper limit of 2p in the pound and an exemption for properties liable for business rates with a rateable value of £50,000 or less.

5. A summary of the activities of the YCCP since the company was established in July 2005 is attached to this report. Following the decision not to pursue a BID at this stage, the Board also considered the attached paper on alternative models for city centre management prepared by the City Centre Manager. This report sets out some options for sustaining the activities of the YCCP Board in the future.

Consultation

6. YCCP has undertaken extensive consultation and research on the establishment of a BID in the City Centre of York. Options for sustaining the work of the YCCP are presented at this stage for discussion and will need to be subject to further consultation following consideration at this meeting.

Options

7. The conclusion of the paper presented to the YCCP Board meeting was that many of the attractive historical destinations in the UK see distinct benefits in retaining and developing City Centre Management because of the business focus it brings to many of the traditional services that local authorities are expected to provide. Examples from elsewhere demonstrate close links between City Centre Management and visitor/tourism management due to the recognition in most places of capitalising on the extra footfall brought in to the advantage of local businesses. It was recommended that the YCCP Board consider further whether in York there was the opportunity to lay City Centre Management and visitor management more closely together. This would need to take account of the proposals to develop the tourism partnership in York which are covered elsewhere on the agenda of this meeting.
8. An alternative approach would be to consider sustaining the activities of the YCCP on the same basis as present. This would need to be dependent upon continued funding being available from partners or from other sources.
9. Assuming that continued funding was not available from other sources, a further option would be to seek to sustain the activities of the YCCP as best as possible through current support arrangements within the City of York Council. The City Council has a dedicated City Centre Operations team responsible for managing the City Centre footstreets and supporting City Centre events and activities. In addition, staff within the Directorate of City Strategy are actively engaged in the production of a City Centre Action Plan to accompany the Local Development Framework.

Analysis

10. The decision not to support the BID at the present time offers the opportunity to review the City Centre Partnership and its Action Plan. The current action plan covers the period March 2006 to March 2008, and a significant number

of actions have been achieved by the partnership. It is therefore an appropriate time to review the models of city centre management as reported to the YCCP and consider whether any models are particularly relevant to York.

11. With regard to more closely linking City Centre Management to visitor management, it is important to note the progress in establishing a single tourism partnership in York, as set out in a separate report on this agenda. This new partnership will need to establish a robust business plan setting out its objectives for increasing visitor spend. Any consideration of linking this activity to City Centre Management would therefore need to be considered as part of that business plan.
12. A further key element in developing ways of sustaining the activities of the YCCP is to confirm the likely funding and support from partners. It is recommended that further work is undertaken to seek the views of partners on continued funding.
13. Comments are invited from the Board prior to developing options for sustaining the activities of the York City Centre Partnership.

Corporate Priorities

14. The work of YCCP relates to the following objectives for the Council, the Economic Development Service Plan and the LSP Without Walls initiatives.
 - * The “Thriving City” theme of the WOW Community Plan has the following strategic objective:

“To support the progress and success of York’s existing businesses and to encourage new enterprises in order to maintain a prosperous and flourishing economy that will sustain high employment rates.”
 - * The Economic Development Service Plan sets identifies a number of corporate priorities:
 - DIP 5 Increase people’s skills and knowledge to improve future employment prospects.
 - DIP 6 Improve the contribution that Science City York makes to economic prosperity.
 - DIP 8 Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.
 - DIP12 Improve the way the Council and its partners work together to deliver better services for the people who live in York.

Please note that it is now proposed to amend DIP 6 to improve the economic prosperity of residents of the City with a focus on minimising income differentials.

Implications

- 15. Financial: There are no implications at this stage. Any significant implications to economic development activity will be the subject of future reports to the Board.
- 16. Human resources: None
- 17. Equalities: None
- 18. Legal: None
- 19. Crime and Disorder: None
- 20. Information Technology: None
- 21. Property: None

Risk Management

- 22. In compliance with the council's risk management strategy. There are no risks associated with the recommendations of this report.

Recommendation

- 23. The Board's input and views are requested on the options for sustaining the work of the York City Centre Partnership.

Reason: To help shape the effectiveness of future action.

Contact Details

Author:

Roger Ranson
Assistant Director Economic
Development & Partnerships
Phone No: 01904 551614

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

Report Approved



Date 28/11/07

Wards Affected:

All



For further information please contact the author of the report

Background Papers: None

City/Town Centre Management Models in UK

Overview:

The York City Centre Partnership (YCCP) is now well into its second year of operations, concluding its first action plan with a number of high profile and successful activities. One of these was to explore with city centre businesses the concept of a Business Improvement District for the foot streets. Significant research was undertaken, the end result of which was the decision that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a BID to address such issues (as has happened in many of the towns and cities that have recently created BIDs). Nor was there a single substantial project promising a substantial return on investment that a collective business levy could contribute to via a BID, to guarantee its successful completion.

This piece of research was requested to illustrate how other similar places have approached the City Centre Management issue and to determine whether or not there are practical working examples of fusing functions together under the banner of city centre management to generate savings on overheads and operating costs while pooling resource, experience and expertise to have a greater influence and payback.

Nine towns or cities with an established Town or City Centre Management that enjoy a substantial visitor aspect to them were selected and investigations made into the local relationship between the TCM and the local authority functions providing tourism services. All the locations bear some similarity to York although not quite as substantial in terms of the scale of visitor appeal and audience. Each has a designated Town or City Centre Manager fulfilling the typical janitorial and strategic functions associated with the role as well as a dedicated facility for handling a sizeable influx of visitors from out with their catchment areas. Where a BID has been brought into existence, then its relationship with TCM and Tourism is also alluded to.

NB: Text in italics denotes material taken from current websites or active documents.

The towns or cities reviewed here are:

- Colchester
- Brighton
- Reading
- Worcester
- Salisbury
- Winchester
- Coventry
- Birmingham
- Cambridge

Colchester

Colchester is a town rather smaller than York but with some similarities in terms of its proportions and commercial make-up. It has the same depth of community and commercial hinterland around it with several smaller villages that are also under the jurisdiction of the Town Centre Manager. It has operated a Town Partnership scheme for several years, the early ones fraught with issues between the public and private sectors. Happily these are now largely resolved although the council would wish to see a greater business commitment with the cost burden transferring out of the public sector. They are currently voting for a BID but have every intention of retaining their current Town Partnership because its current commitment to the outlying district centres and smaller townships across the borough. The Council has no intention of relinquishing its hold over its visitor and tourism services which is a sizeable "in-house" department. However, there have been some attempts to better define the marketing and promotional elements of TCM so that overlaps between it and the tourism department are minimised. However, they are currently voting to introduce a BID, one of the key strands of which will be to prepare local promotional and visitor information for a wider population and supporting the in-house tourism office to help build footfall for the town.

Brighton

Here the City Centre Management function as been retained as part of the Brighton and Hove Business Forum to consolidate business development in the centre and seek new inward investment to further build the offer in the city. Increasingly it is becoming more involved in the adjacent towns of Hove and Kemp Town. Retailers in North Laine, North Street and The Lanes area voted to establish a BID in May last year as a way of raising money to improve this specific area of Brighton. About 380 shopkeepers are levied on their business rates - about £300 a year until 2011 - to pay for Christmas lights, security patrols and marketing. VisitBrighton is the official local data steward for information about Brighton & Hove businesses and therefore links closely with the Business Forum and the Brighton BID. All the Council's information services are designed to give tourism businesses that are working in Partnership with them as much visibility as possible locally, nationally and worldwide.

VisitBrighton plays an important role in improving the experience for visitors when they come to the city, focusing on good pedestrian signage, clean litter free streets, friendly people, good customer service and a high quality events programme. They work with colleagues in the council to ensure that the voice of the visitor is taken into consideration in all sorts of decisions such as planning, events programming and parking.

They push for positive action to be taken to improve the city for visitors and created their Tourism Strategy to help the whole city improve the environment for visitors and residents. They also engage with other providers to cover skills provision and training, quality standards and accessibility.

Reading

Reading has also been operating a town centre management scheme for many years. In fact it was one of the “early adopters” -Peter Fieldhouse their first TCM was the third one in the country to be appointed back in 1988. Their scheme has largely rested within the local authority, teasing money out of the private sector purely to sponsor specific projects. This status quo lasted for virtually 20 years although a greater business commitment from the major international companies that have head offices in the vicinity recently helped to create a more balanced partnership. It subsequently gained BID status in 2006 but on 19th July 2007 the company became *“Reading UK CIC”, an economic development company with a revised constitution and community interest statement that reflects its wider role. Its object is to: “promote and sustain the economic development of Reading to achieve sustainable prosperity for those that live, work, play, visit, do business and invest in the area”*. A CIC is a Community Interest Company, a relatively new model that serves as a forum for change by bringing together stakeholders and co-ordinating their activities towards a common strategic vision, in the case of Reading -Vision 2020. Some elements of the previous TCM's activities remain and are offered to the city outside the BID area but these are largely the statutory requirements of the authority and as such, the Council alone meets the cost. Reading City Centre Management CIC will continue to serve as a forum for change by bringing together stakeholders in the city centre - whether they be from the private or the public sector - and co-ordinating their activities towards this common strategic vision. The company's activities aim to benefit all the 'users' of central Reading by influencing the strategic transition of Reading the town, to Reading the European city. It will also deliver a series of initiatives and services in addition to those already provided by Thames Valley Police and the Council and which will raise the quality of experience for businesses, customers and visitors.

However, visitor and tourism services are independently provided in the town centre in a bespoke “Reading Centre and Travel Shop”, a joint initiative between Reading Borough Council Tourism Services and Transport Strategy, Reading Transport Ltd. and the Minster Church of St Mary the Virgin. The local authority driven service is the Minster's tenant, sharing it's home with the parish office. The Visitor Centre is in a grade II listed building at the very heart of Reading's centre, a good illustration of the modern reuse of fine architectural heritage, as can be seen in York with its creative use of old churches.

The Reading model emphatically seeks community benefits rather than specific advantages for local companies and as a consequence would not be appropriate for York to adopt.

Worcester

The City of Worcester deploys a Forum whose aim is to ensure that the economic and cultural vitality and viability of the city continues to improve over the next 10 years, as it has in the last ten years, as expressed in its published business plan **Vision 2011**: Its opening statement encapsulates this:

“The City Centre will be at the heart of a Worcester which is: ***A cosmopolitan city where lifestyles blend in an exciting mix - every citizen feels like a tourist and every tourist feels like a citizen***”

The Forum meets six times a year to explore and debate a particular theme or issue of topical relevance to the city centre. The priorities for action identified in this process are carried out by task groups which meet as frequently as necessary to achieve the required objectives.

These groups are guided by an Executive, which is responsible for maintaining an overview of activities and transforming Forum's ideas into achievable plans. Forum employs a City Centre Manager to co-ordinate its day-to-day activities and this post is funded jointly by:

- Boots the Chemists
- The Lychgate Centre
- Chamber of Commerce Herefordshire
- Worcestershire CrownGate
- Worcester City Council

In addition, Worcester City Council provides office space and accounting services for the City Centre Forum. The City Centre Forum works actively in the following five areas: Tourism & Marketing, Development & Investment, The Appearance of the City, Safety & Security, Transportation either through existing initiatives or its own projects.

It has identified the following priorities for action by 2011:

- *Promotion of major annual events*
- *Involvement in the community plan process*
- *Enhancement of the role of the riverside in the life of the city centre*
- *Improving the appearance of the city centre*
- *Attracting a new 4* hotel in/ near the city centre*
- *Ensuring that there is adequate coach parking for visitors*
- *Increasing the benefit of tourism to the local economy*
- *Creating a proactive strategy to attract new investors*
- *Ensuring the creation of further park & ride sites*
- *Improving the retail offer to retain Worcester's competitive position*
- *Working to improve the transport infrastructure*
- *Increasing local employment opportunities*

A small selection of the Forum's achievements is detailed below:

- *Supporting the successful introduction of CCTV*
- *Development and introduction of the door supervisors' registration scheme*
- *Introduction of City Net Radio and Exclusion Notices scheme to reduce retail crime*
- *Introduction of alcohol by-law*
- *Environmental improvements resulting from improvement briefs for selected streets*

- *Audit of the High Street, resulting in the agreement by City and County Councils to enhance the area*
- *Comment on all city centre planning applications*
- *Set up of Farmers' Market cycle*
- *Promotion of Park & Ride*
- *Christmas promotions including the Worcester Christmas Magazine*

Given the success of the Forum, it has decided to major on visitor and tourism management and this is to form the target of a Business Improvement District initiative. The following job advert gives a clear understanding of what they intend to set up and the skills and abilities expected in the role:

Business Improvement District Project Manager

Fixed term contract – two years Salary: £30,000 - £34,000 p.a.

VisitWorcester is the city centre and visitor management company set up in February 2007 to develop Worcester as a leading destination for business and visitors. A beautiful cathedral and university city, set on the banks of the river Severn, we have aspirations to see our city and its visitor economy develop significantly over the next five years.

The Role

To help us to achieve these aspirations, we are looking to set up a Business Improvement District, which will deliver the necessary support, and funding from the local community to add to existing management budgets. We have ambitious plans to deliver a range of exciting and carefully targeted events to attract business and leisure visitors, an effective marketing campaign to bring one of the Midland's hidden gems to the notice of a wider public and a clean, green and safe strategy to make Worcester one of the most desirable cities in the country. Your role will be to ensure that Worcester achieves a positive BID vote within the next two years.

The Person

VisitWorcester is looking to appoint an enthusiastic and entrepreneurial project manager to lead the BID programme from the start to a positive vote in 2009. To succeed in this role, you will need to have a solid track record of success in town centre management, a clear understanding of what will motivate businesses to vote for a BID and of how the public and private sectors interact. You will possess first rate inter-personal skills, be a well-organised self-starter and committed to seeing complex projects through to their conclusion.

Rationale

The City Council has an ambitious agenda for Worcester to be a first rank Cathedral and University City and this underpins its vision to make Worcester a great place to live, work and

visit. Tourism is a priority for the city's development and the Council has recently completed its ten-year Visitor Economy Strategy. This has resulted in a complete change in the provision of its tourism and city centre management arrangements. The direct provisions of the past have made way for the setting up of a new Destination Management Organisation – VisitWorcester.

This is an arms length company, with its directors coming from a whole cross section of professions and tourism interests, tasked with co-ordinating and developing tourism and city centre management in Worcester. The newly created post of Head of VisitWorcester will report directly to the board and work with and support the board in developing its vision and strategy into an actual reality. Whilst co-ordinating and encouraging Worcester's Tourism and City Centre Management interests the Head of VisitWorcester will lead on the creation of a BID (Business Improvement District) which is aimed at achieving a significant increase in available funding to achieve our vision.

You will be a recognised expert in your field with considerable experience in Tourism and City Centre Management. More importantly you will be a positive and strategic thinker with a track record of getting things done. You will bring a background of working successfully with a wide range of partners from public, voluntary and private sectors, in achieving a collective vision

Salisbury

City Centre Management (CCM) was established to enhance the vibrancy and vitality of Salisbury city centre. Every year the Partnership strives to achieve this by working with Salisbury District Council and local businesses and organisations to ensure that the city is clean, attractive and successful. CCM is a Partnership with 136 members, including Salisbury District Council, retailers, local media, estate agents, hotels and public houses. In addition, the Chamber of Commerce and Federation of Small Businesses are both members.

The CCM also works closely with other partnerships to realise its work programme and these include South Wiltshire Community Safety Partnership, South Wiltshire Economic Partnership and the Salisbury Tourism Partnership. These relationships are essential to prevent duplication and to make best use of resources available to the benefit of the community. Some of these benefits include:

- **A Retail property brochure** – produced in partnership with Woolley & Wallis and Myddelton & Major it is updated on a quarterly basis to those looking to start up / open business ventures in the city.
- A **'One Stop Shop'** for all city centre enquiries
- **Events** – e.g. annual ball, St George's Day, Food & Drink Festival and switching on of the Christmas Lights that encourage involvement of all
- **Marketing** - of the city centre itself to new businesses and retailers and the Salisbury experience to increase footfall and sales

- **A Monthly members bulletin** – this provides information on footfall, retail sales trends, car park occupancy and planning applications. This is often provided in comparison to regional or national activity
- **Newsbrief** – all members receive this monthly communication updating on issues affecting the city centre. It also includes information on other members, event dates, planning applications and much more besides
- **Mail outs** – access to one mail out per year, which covers approximately 650 city centre businesses and is worth over £273 in envelopes and postage
- **Access to member meetings** – as a member you are entitled to attend the bi-monthly meetings held every 3rd Thursday
- **Corporate sponsorship & Promotional opportunities** – at events such as the St Georges Day, Summer Ball, Food & Drink Festival and Christmas Switch On
- **Business Plan** – members are consulted on this document, which drives the work of the partnership over a three year period
- **Access to local media** – directly through partnership or individually by meeting the media partners
- **Networking Opportunities** – at board meetings, in project groups and at Annual General Meeting
- **SCCM website** – links to your own site, your profile and members only section
- **Links to the Council** – SCCM's close links with the Council benefit its members in a number of ways e.g. operationally on issues of cleanliness, a source of information and a mechanism of consultation
- **Lobbying mechanism** – for member interests and concerns
- **A voice** – in directing the city through your membership and the partnerships strategic position
- **Surveys and research** – when undertaken or commissioned

Salisbury operates its own Tourism Partnership and the Salisbury CCM is one of the key partners in it. While there is no intention to merge the two currently, it has been included to demonstrate the depth and range of facilities generated by the CCM for the city's businesses, all of it created in a relatively short period of time by the current post-holder.

Winchester

Working in partnership to make Winchester the preferred place to shop, work, live and visit", The Winchester City Centre Partnership is a joint initiative between the private and public sector within the City of Winchester. There is close co-operation between it and the City Council's Tourism Marketing function. The partnership has recently gained business approval to formalise its activities linked to this via a BID. Its business plan cites its marketing and promotion intentions as a key element of the BID proposal:

“Marketing & Promotion”

The Marketing Programme

Marketing Winchester is a key element of the BID proposal. We aim to raise the profile of Winchester as a great location for modern business.

Raising awareness of Winchester as a quality destination to key target audiences and promoting a positive view of the city centre to local retail, leisure and employment markets.

Marketing Projects

The Marketing Campaigns

The BID will concentrate efforts in year one to improve the commercial environment and maintain these improvements for the life of the BID.

From year two the BID will seek to deliver strategic campaigns of outdoor media, press and radio advertising combined with creative public relations targeting key centres of population within a 30-minute drive time.

Sales promotion activity including consumer competitions to raise awareness and drive footfall.

Developing the brand image of Winchester as a contemporary, vibrant location for retail, leisure, business and tourism.

Winchester Christmas Festival

Levy External Funding £60,000 £40,000 (Sponsorship)

Winchester City Council provides the infrastructure and service contract for Winchester's existing Christmas lights while the Cathedral has an expanding role in attracting visitors. Supporting these initiatives and the retail core, the BID will promote Winchester as a quality shopping destination to reach households within a 30 minute drive time of the city.

The BID will enhance the existing role of local businesses in providing the city centre Christmas Trees, consumer competitions, Christmas Festival Guide and participation in Christmas features published across the local media to build footfall during this critical trading period.

The Retail Guide

Levy External Funding

20,000 £75,000 (Advertising)

The BID will publish a retail guide on an 18 month cycle providing free listings, consumer offers and a web presence for all retail and service providers within the BID area. The Guide serves to support the work of Winchester City Council's Tourism Marketing function. Helping to direct visitors to the unique Winchester offer increasing consumer spend and dwell time."

The following is a further extract from the City Council's website on Tourism and Visitor Management:

How is the city council involved?

Tourism is a diverse and fragmented industry. The City Council plays a vital role in co-ordinating private and public sector efforts to manage, develop, champion and promote it at every level. The City Council is also very actively engaged in a practical way.

For example, it:

- provides much of the infrastructure of tourism, essential services such as the tourist information centre, signposting, waste management, public toilets and car parks which ensure that basic visitor needs are catered for;*
- owns and manages a successful tourist information centre, handling around 220,000 enquiries per year from visitors and local people, and the largest conference centre in the District at Winchester Guildhall;*
- runs a tourism marketing unit whose main annual publication – The Winchester Visitor Guide – has been responsible for generating up to three quarters of the bookings received by many local bed and breakfast establishments;*
- supports the development of the arts and sports, often resulting in events which are of great appeal to visitors as well as residents;*
- operates visitor attractions of its own, like museums and leisure centres;*
- "devises and promotes visitor products, from self-guided walking trails to special events;*
- cares for parks, open spaces and other public areas;*
- makes planning decisions which can have an important impact on tourism;*
- gives grants, advice and practical support to arts organisations and events such as the Theatre Royal, Hat Fair, Bishop's Waltham and Denmead Festivals and Winchester Festival of Art and the Mind;*

- *is the District's licensing authority, issuing licences to taxi drivers, pubs and public entertainment venues.*

Why is a tourism strategy important?

This is a strategy for tourism in the Winchester District, not just for the City Council. The local industry – made up of many players with very different styles and objectives – has no obligation to own it. We strongly hope however they will recognise that this strategy is important as a means of protecting their long-term business interests and the well-being of our community and our environment. In particular, it:

- *sets out the City Council's own vision for tourism which addresses the needs of the industry, the community and our visitors*
- *provides a framework for and a commitment to doing what is manageable in the pursuit of that vision*
- *maintains the high profile of tourism within the District and ensures that key decision-makers are aware of its importance and potential*
- *ensures that the City Council's resources for tourism are effectively marshalled*
- *eradicates ad hoc policy- and decision-making within the City Council and informs the decision-making of local tourism businesses and partner organisations*
- *underpins the City Council's commitment to Best Value by stimulating continuous improvement in the provision of tourism services*
- *provides a mechanism for evaluating the effectiveness, efficiency and value for money of City Council activity in the areas of tourism management, development and promotion*

Patently there is a close tie between the Council's tourism function and the intention of CCM to grow into a BID and raise the profile of the city centre to external visitors. However, it is only very recently that the BID has achieved the mandate it sought and the relationship between it and the existing services is to be further tested to see if further refinement and streamlining might be possible.

Coventry

Another substantial city centre similar in scale to York, Coventry has enjoyed the benefits of City Centre Management for approaching 15 years. Initially it sat within the city council, providing marketing, promotion and inward investment projects to try and rekindle its disrupted commercial heart (the impact of declining motor manufacture and associated parts being the latest negative influence). In the late 90s it moved to a membership organisation (a company limited by guarantee) serving the retail core, in essence delivering janitorial services and additional branding and marketing to its major retailer and shopping centre owner members there. When the opportunity to move to BID arrived in the UK four years ago, Coventry was one of the initial pilots and CV One was formed. It successfully floated as the second formal BID Company in the UK, picking up street maintenance, car parking and then visitor management for the BID area, and several streets beyond it (staff were taken from Council employment into the BID Company to enable standards to be sustained and then improved). Most recently CV One has opted to enlarge its BID area to cover the whole of the city.

CV One is the official Destination Management & Promotion Company for the Coventry & Warwickshire sub-region and offers a variety of commercial advertising and sponsorship

opportunities via its prolific publications, websites and promotional events packages, including the multi-award winning Godiva Festival – the largest free festival in the Midlands, as well as the biggest consumer and channel lifestyle awards in the UK – The Godiva Awards. Its international events programme includes the Coventry International Jazz Festival. CV One's marketing and publishing department offers a mix of lifestyle, retail and business publications, including 'Feel Alive', the only freely circulated, 280,000+ reader-strong city lifestyle magazine circulated across the city. CV One also manages all promotions in the city of Coventry with experience of hosting product sampling from companies as diverse as Coca Cola, SKY and Virgin and as well as managing city signage reaching more than 10 million visitors each year.

As a not-for-profit agency core funded by local government and established to benefit a city/region, investment in CV One products can be included under BITC corporate socially responsible investments and audited under CSR payments in annual company accounts.

Birmingham

The UK's second city, Birmingham has also successfully deployed City Centre Management as a mechanism for improving its commercial and visitor appeal. It has been running for 15 years or so too, again with the earliest CCM positions taken by senior council staff dedicated to raising janitorial standards, security and ease of transportation in and around the city centre. Limited funding was offered by a very few major national companies, usually in response to requests to sponsor projects. In the early 90s one major retailer agreed to underwrite part of the salary costs of the appointed CCM and this precipitated a change of regime, bringing it closer to the private sector. After a couple of years another appointee to the role succeeded in "outsourcing" the whole concept, transforming the operation into the Birmingham City Centre Partnership (BCCP). The present CCM is an employee of the City Council (at director level). She has several staff to support her (also council employees), which includes a number of street wardens over whom she has shared control. They are situated in a suite of offices adjacent the administrative wing of the Bullring shopping centre (an in-kind contribution from the owners of the centre). They respond to a board made up of senior representatives from the different commercial sectors within the city centre that also sponsor BCCP, effectively forming a paying membership base. This board was responsible for nominating the Broad Street evening economy area of the city as the subject of a pilot BID for Birmingham (as part of the original ATCM study) and its subsequent success has spawned a second BID in the city, the retail area focused around New Street station. A third BID is planned for the professional services sector adjacent, to be delivered late in 2008. Each of the BIDs is an entity in its own right with a not for profit board elected from those paying the levy. However, collectively they have insisted that BCCP remain in existence and they nominate their own board members to sit on the parent board. The reasons behind this are that CCM is perceived to provide an essential link between the BIDs and the council; it offers more services to the BID than they are contracted to provide to their voters and of course the city centre is composed of much more than the areas that operate BIDs and these continue to require help and support as

“feeder routes and support units” to and from the BIDs themselves. The Partnership is responsible for much of the promotional literature that is being distributed widely and several successful, retail-orientated campaigns have been delivered. Marketing Birmingham is responsible for the visitor and tourism service in the city centre and sees itself as the catalyst that brings together a series of highly effective partnerships - all working together for the greater benefit of Birmingham. They are the driving force when it comes to marketing the city but rely on the support of many partners to shape Birmingham’s future success. It is a public-private partnership receiving financial support from Birmingham City Council and some 350 member companies, corporate champions and private investors and the CCM operation is one of the supporting partnerships.

Given the size of the city, it is must be appropriate to retain separate, specialised functions as described here, although communication, co-operation and consistency of message are absolutely kernel to ongoing success.

Cambridge

Cambridge City Centre Management is another long-standing, well-established City Centre Management that has a chequered track record to date. It launched back in 1995 and enjoyed some success as a shared partnership between the public and private sectors. However after a relatively short period, it was taken in-house by the City Council and while still working hard to improve the physical environment of the city centre, little has been done to cohesively drive it economically through marketing, promotion and seeking inward investment. This status changed last year when a new CCM was recruited, specifically to take the partnership back out into the private sector and to tie it more closely with tourism and visitor management. The new Manager has undertaken significant research and the following is an extract from her paper to the Council’s Cabinet Committee that summarises the current proposals being considered by the Council:

“The Head of City Centre Management and Tourism

This post would replace the existing Head of Service role. The new post would lead both the City Centre Management function and the Tourism Service, allowing new opportunities to be explored in relation to public and private partnership arrangements. The Head of Service would focus on the strategic direction of delivery whilst having a strong commercial approach to operations.

The incorporation of the City Centre Manager role within the new Head of Service role will require a new project officer post to take up the operational work carried out by the current CCM, in effect tiering the role into a strategic and a functional or logistical one.

Conference desk

It is proposed that this service be continued as a Council function until 31st March 2008. This is an area, which is valued by our private sector partners, (especially the hoteliers) and an alternative partnership-based arrangement for this important function should be sought and delivered. This would include the publication of the bi annual Conference guide and maintenance of an appropriate section of a revised website for the city centre.

Accommodation bookings

The objective would be to ensure that the service is providing value for money and that the most appropriate type of booking service is delivered. A revised service based on new business

processes is proposed. More reliance on IT and online processes as opposed to the telephone could reduce the substantial amount of staff time currently spent on bookings.

It is proposed that the service continue to provide both pre-arrival and post-arrival bookings. It is likely that there will be a growth in the online revenue and a reduction in post arrival bookings in the future. Therefore the risk of loss in income is minimised by providing both services. The advertising rates and online services are currently being reviewed and in future must be set at realistic prices. The objective is to bring these rates into line with market rates and therefore enable the service to become self-sustaining and possibly revenue generating.

Marketing

Marketing, whilst generating income, is not considered a core activity for Cambridge City Council. Cambridge has an internationally recognised brand. However, it should be noted that EEDA is moving to further increase Marketing as a priority to increase regional economic growth and it would be inappropriate for the city not to adopt a strategy that aligns closely with its sub-regional and region colleagues.

The proposal offered in the Tourism review is to absorb responsibility for marketing back into the key areas of activity, namely Tours, Information, Conferences and Accommodation by the end of March 2008 and omit the Marketing post from the team structure. A small marketing budget remains and the team across both City Centre Management and Tourism would be looking to work in partnership with stakeholders to fund other marketing activities as outlined in the CCM/Tourism Business /Action plan. These will need to deliver measurable commercial benefits to our private sector partners for this to happen.”

The newly appointed CCM, Emma Thornton, has accepted the role of Head of City Centre Management and Tourism and is currently exploring ways in which both functions can be out-sourced into the private sector while retaining links and influence back to the Council's policy-making process and the administration. In essence, the plan is to float both functions outside the Council, gain the support of the major retail and property organisations in the city centre and then develop the partnership into a potent tool to raise the profile and appeal of Cambridge against increasingly stiff competition.

The attached organogram captures the relationship and functions of the overall concept, demonstrating “fit” to both the strategic and operational demands placed on it.

In conclusion

Looking at the various schemes highlighted here (drawn from a wider sample of key locations in the UK), it is obvious that many of the attractive, historical destinations in the UK see distinct benefits in retaining and developing City Centre Management because of the sharp, business-orientated focus it brings to many of the traditional services that local authorities are expected to provide. All here demonstrate close links between CCM and visitor/ tourism management with a strong recognition in most places of the importance of capitalising on the extra footfall that can be brought in to the advantage of local businesses. However, in one or two instances, there is a

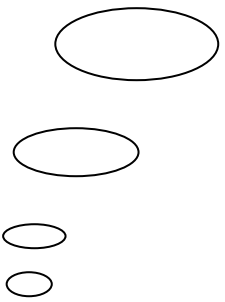
distinct movement towards tying CCM and visitor management together, driven by the thought of synergies between the mechanisms that drive both elements, the need for further cost-savings to build value for money and the requirement to more than match the commercialism and competition from many of the outsourced destination management companies working for the major cities of the country (an example of one of these is provided, Birmingham, to illustrate the difference).

It seems sensible to recommend that further time would be profitably spent studying **Cambridge, Worcester and Coventry in particular**, where the fusion of CCM with visitor management is well advanced after detailed consideration of other options. Patently their decision to proceed at a pace with the merging of the two functions suggests they feel there are significant benefits to be gained. That other places are inching towards something similar is a further endorsement that could encourage York to contemplate following the same route, building on the success of its new business partnership, YCCP.

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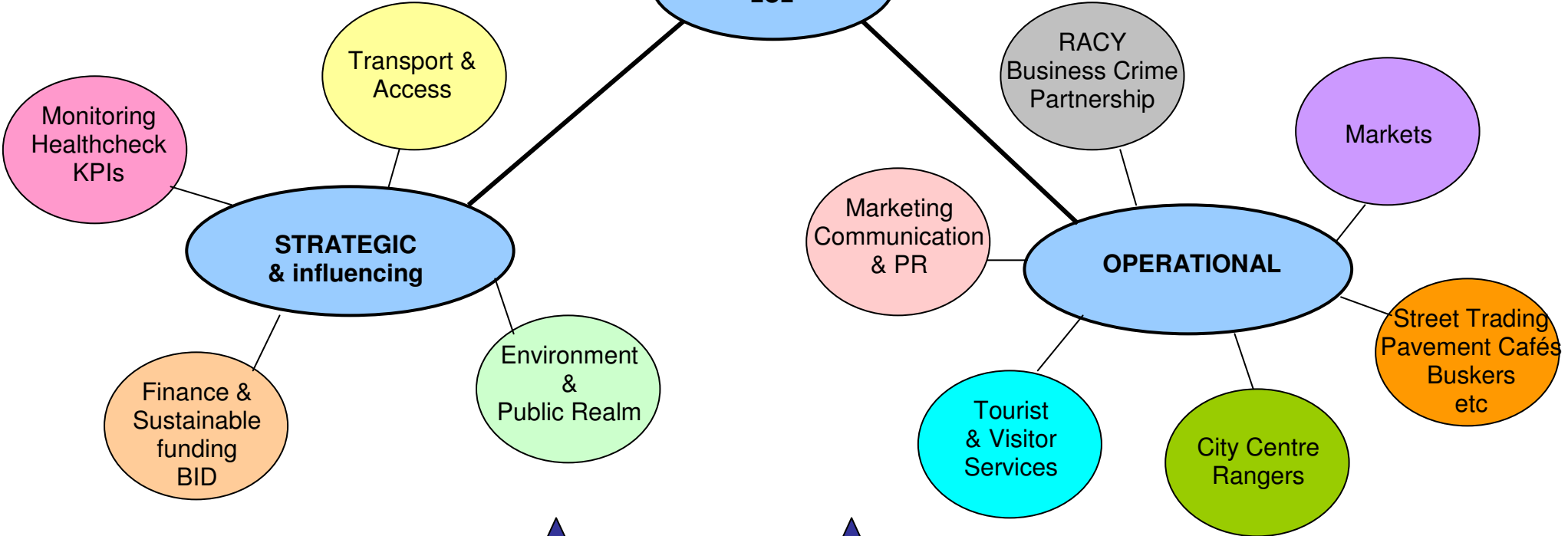


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York City Centre & Tourism Partnership



CHAIRMAN
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HEAD OF LCL



Grant procurement ↑ **RDA funding** ↑ **Inward investment**

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