



Notice of a public meeting of

Corporate and Scrutiny Management Committee

- To:** Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Potter, Runciman (Vice-Chair) and Steward
- Date:** Monday, 7 April 2014
- Time:** 5.00 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. **Declarations of Interest**

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes** (Pages 1 - 6)

To approve and sign the Minutes of the last meeting of the Committee held on 10 March 2014.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 4 April 2014**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note this meeting will be filmed and webcast and that includes any registered public speakers, who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/downloads/download/3130/protocol_for_webcasting_filming_and_recording_of_council_meetings

4. Workplace Wellbeing Survey 2013: Update and Action Plans (Pages 7 - 30)

The results of the Workplace Wellbeing Survey (2013) were shared with the Corporate and Scrutiny Management Committee in November 2013 and included an update report and verbal presentation. This report provides Members with a further update on progress, presents the council's response to the Workplace Wellbeing Survey results and the Corporate Improvement Action Plan.

5. Final report of Learning and Culture Overview and Scrutiny Committee on Night-Time Economy Scrutiny Review (Pages 31 - 74)

This report of the Learning and Culture Overview and Scrutiny Committee presents the findings, conclusions and recommendations arising from the Improving Evening Culture Scrutiny Review, in support of the corporate scrutiny review into York's night time economy.

6. York After Five (Pages 75 - 106)

This report provides additional evidence to assist with the work on the ongoing corporate scrutiny review of York's evening economy.

7. Attendance of Cabinet Member for Finance, Performance & Customer Services- End of Year Update

The Cabinet Member for Finance, Performance and Customer Services will give an update on the implementation of his priorities for this municipal year.

8. Draft Work Plan for 2014/15 (Pages 107 - 108)

To consider a draft work plan for 2014/15 including discussion on possible scrutiny topics for the forthcoming municipal year and possible scrutiny work planning event.

9. Work Plan 2013/14 (Pages 109 - 110)

To consider the Committee's work plan for the remainder of the 2013/14 municipal year, including any verbal updates on any ongoing reviews.

10. Any Other Business

Any other business which the Chair decides is urgent.

Democracy Officer:

Name: Jill Pickering

Contact details:

- Telephone – (01904) 552061
- E-mail – jill.pickering@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

City of York Council

Committee Minutes

Meeting	Corporate and Scrutiny Management Committee
Date	10 March 2014
Present	Councillors Galvin (Chair), Fraser, Horton, Jeffries, King, McIlveen, Potter, Runciman (Vice-Chair) and Steward
In attendance	Councillors D'Agorne and Funnell

38. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they might have in respect of business on the agenda.

Councillor McIlveen declared a personal non prejudicial interest in relation to Agenda item 5 (Night-Time Economy Scrutiny Review – Interim report) as he had at one time managed the Coppergate Centre, York

39. MINUTES

Resolved: That the minutes of the last meeting of the Committee held on 13 January 2014 be approved and signed by the Chair as a correct record.

40. PUBLIC PARTICIPATION

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

41. 2013-14 MONITOR 3

Consideration was given to a report which analysed the latest performance for 2013/14 and forecast the outturn position for the services falling under the responsibility of the Corporate and Scrutiny Management Committee.

It was noted that the 2013/14 budget required a challenging further £8,822k in savings in order to reach a balanced position and that £1,170k of these savings fell within the services covered by the report.

A list of the key highlights were reported at paragraph 6 and it was noted that York's economy remained strong which included improvements in the business environment.

Officers confirmed that, in addition to the footfall camera sited in Parliament Street, an additional 4 cameras were shortly to be sited in Micklegate, Coney Street, Stonegate and at the corner of Church Street and High Petergate. It was noted that a new bus survey was proposed in conjunction with neighbouring authorities in order to gain additional data.

Members questioned the accuracy of the figures obtained from the footfall camera, particularly with double counting and differentiation between residents and visitors. Officers confirmed that the cameras only provided an insight into resident and visitor use and movement around the city.

Resolved: That the Monitor 3 report be received and noted.

Reason: To update the Committee on the latest financial and performance position for 2013/14.

42. NIGHT-TIME ECONOMY SCRUTINY REVIEW - INTERIM REPORT

Consideration was given to three reports presented in support of the corporate scrutiny review of York's Night Time Economy. The reports from the following Overview and Scrutiny Committee's appointed to examine particular aspects of the night time economy were considered:

- Health – to identify the impact of the night-time economy on the Emergency Department at York Hospital at peak times;
- Economic & City Development – to encourage longer retail opening hours and enhance evening access in and out of the city centre;
- Community Safety – to examine ways to improve the attractiveness and cleanliness of the city centre in the evening

The reports included findings from a 'Yorkafter5' survey carried out in support of the review, a report from the Safer York Partnership on the work of their multi-agency task group AVANTE and information on proposals for a new city marketing organisation known as NewCo.

It was noted that the following reports, also in support of the review were scheduled for consideration at the Committee's 7 April 2014 meeting:

- Learning & Culture Overview and Scrutiny Committee tasked with identifying an improved cultural offer up to 8pm in order to extend the tourist day and encourage more tourists to stay for longer or overnight, with a particular emphasis on families.
- Report from the Policy, Performance and Innovation Team on their findings and suggestions for the Council's future policy to improve the city's night time economy.

The contents of the final reports were then presented to Members:

i) Night Time Economy Health Review – Final Report

Cllr Funnell, as Chair of the Health Scrutiny Committee presented the findings and recommendations arising from the scrutiny review completed by the Health Overview and Scrutiny Committee in support of the corporate review. She referred to the challenges the night time economy presented from a health standpoint, in particular the peak in violent crime and anti-social behaviour in the city centre in the evening and night. The review had been to work with key partners to identify the relevant issues within the health environment and to suggest measures required in order to address the issues identified.

Cllr Funnell drew attention to the key recommendation which had arisen from their review, for further investigation to be undertaken for the introduction of a city centre treatment and recovery centre.

Members questioned the possible set up costs involved in a centre. Officers referred to different models for similar centres around the country and to the possible involvement of the local Universities in any proposals.

ii) Night Time Economy Scrutiny Review (Retail & Transport)

Cllr D'Agorne, as one of the Task Group Members, presented the findings and draft recommendations arising from the Economic and City Development Scrutiny Review which had related to retail and transport. He referred to the excellent response received to the online survey and key partner meetings which had helped inform the Task Groups recommendations.

It was noted that, in light of information gathered, a shopping hub or an area under the same management had been identified as suited to a late night opening offer. With this in mind the Coppergate Shopping Centre, which was not affected by deliveries or refuse collections affecting their frontages, had been suggested.

Officers confirmed recommendations a) to e) of this review were already being investigated by the City Team and that any progress would be reported back.

Members highlighted a number of points in relation to this review including:

- It had been noted that stalls at the seasonal markets tended to start closing around 4.30pm. It was suggested that stallholders should be encouraged to open later on Fridays/Saturdays.
- Consistent advertising in relation to late night shopping either to particular days of the week or a more regular offer was considered essential
- Support of wider infrastructure required to target late night shoppers.

iii) City Centre Street Cleaning Scrutiny Review – Final Report

The Director of Communities and Neighbourhoods presented the findings and recommendations of the Community Safety Overview and Scrutiny Committee on behalf of the Chair. The Committee had reviewed City Centre street cleaning and associated issues related to commercial waste presentation.

In relation to the update on the work of Safer York Partnership's Alcohol and Violence in the Night Time

Economy (AVANTE), it was noted that they were to pick up additional work around alcohol and river safety.

With reference to the review recommendations it was confirmed that Officers were in the process of investigating options for presentation of commercial waste for collection and flyer distribution in the city centre.

In answer to questions Officers confirmed the need to tighten up enforcement in relation to commercial waste problems.

Members also highlighted the need to update the authorities licensing policy, prevention of sales of super strength alcohol and support well managed licensed premises.

iv) NewCo – New City Marketing Organisation

The Director of Communities and Neighbourhoods also outlined details of a new city marketing organisation being developed to build on the way York was promoted as a visitor destination and business location.

As the body was still in the early stages of development it was confirmed that a further update on NewCo would be brought back to the Committee, following a report to Cabinet, later in the year.

Following further lengthy discussion in relation to the points raised in the 'YorkAfter5Survey' it was

- Resolved:
- i) That the findings from the three scrutiny reviews completed to date be received and noted.
 - ii) That the update reports from AVANTE and NewCo be received and noted.
 - iii) That a Task Group comprising of Councillors Galvin, Horton and Runciman be appointed to consider the findings and recommendations arising from the completed reviews in more detail and start consolidating a corporate list of recommendations for presentation to the Committee on 17 April.

- iv) That the final report of the Learning and Culture Overview and Scrutiny Committee in relation to improvements to the cultural offer to extend the tourist day together with the report from the Policy, Performance and Innovation Team, be circulated to the Task Group members as soon as available.

Reason: To progress the Scrutiny Review in line with CYC Scrutiny procedures and protocols.

43. WORKPLAN 2013/14

Consideration was given to the Committee's work plan for the 2013/14 municipal year.

It was noted that an additional meeting of the Committee had been scheduled in the work plan for 17 April, to consider the Draft Night Time Economy Final Report and recommendations for submission to Cabinet on 6 May.

Officers referred to the ongoing work of the Equalities Scrutiny Review Task Group which would be scheduled into the Committee's work plan.

Following further discussion it was

Resolved: That the Committee's work plan for 2013/14 be received and noted subject to scheduling in of a report from the Equalities Scrutiny Review Task Group.

Councillor J Galvin, Chair
[The meeting started at 5.00 pm and finished at 6.30 pm].



Corporate and Scrutiny and Management Committee

7 April 2014

Report of the Assistant Director, Customers & Employees

Workplace Wellbeing Survey 2013: Update and Action Plans**Summary**

1. The results of the Workplace Wellbeing Survey (2013) were shared with the Corporate and Scrutiny Management Committee in November 2013 that included an update report and verbal presentation.
2. This report provides Members with a further update on progress; presents the council's response to the Workplace Wellbeing Survey results and the Corporate Improvement Action Plan.

Background

3. The council undertakes a staff survey every two years as part of the commitment to examine staff opinions and encourage involvement as outlined in the Workforce Strategy 2012-15. The analysis of the survey results provides evidence against the assessment criteria as part of the Equality Framework for Local Government.
4. Members were presented with the organisational level results from the 2013 staff survey in November 2013. This presentation also detailed how the survey results had been used to date, a summary of what was done as a result of the 2011 staff survey and plans going forward.
5. By way of a recap, comparing the 2011 with the 2013 results at an organisational level demonstrates:
 - (a) A positive improvement in response to the questions asked about control of work, management and peer support and working relationships;
 - (b) The perception of staff on how the council is managing change highlighted no concerns, with the overall score remaining the same as the previous survey;

However,

- (c) The responses to the questions asked about work demands and staff understanding how their role fits in with the overall direction of the council, have deteriorated.

City of York Council's response to the 2013 survey results

- 6. Below summarises the further developments, together with further information on how the council plans to address the issues highlighted.

Summary of actions taken as a result of the 2013 survey to date

- 7. The following presents a number of further achievements since the staff survey closed in summer 2013:

(a) Leadership and communications

To improve communicating the council's key priorities and performance against these, each Director now develops and publishes a weekly blog. A summary of the key decisions taken at Council Management Team is also being developed which will be published in the monthly staff e-magazine, buzz.

(b) Wellbeing and engagement

- (i) In partnership with Public Health, Occupational Health, Trade Unions, local businesses, charities and the council's staff lottery, a health and safety week was introduced in October 2013. This promoted the importance of exercise, diet, mental health and alcohol awareness. During the week, staff also had the opportunity to ask for advice, attend drop in sessions, have a health check or take part in a quiz. Again in partnership with public health, a wellbeing calendar has being developed to promote and raise awareness of health and wellbeing (for example alcohol awareness, healthy heart and checking blood pressure).
- (ii) A new occupational health contact has now been awarded, with these arrangements in place from April 2014. This will see some services introduced that can be accessed via telephone or online such as referrals, consultations and counselling. Not only will this reduce waiting times for staff, but will make occupational health services more cost effective and also increase availability of some services.

- (iii) To enhance our approach to staff engagement, the staff survey asked for volunteers to join a focus group. A yearly programme of events has now been established for this focus group, with the next meeting taking place in spring 2014. Improvements to staff briefing sessions have been made, making these more interactive, encourage feedback from staff and also give an opportunity to share and learn from best practice. To increase engagement with senior leaders, the council ran a series of road shows in summer 2013. These road shows were led by Council Management Team and were welcomed by staff and plans are in place to run a further series of events in summer, 2014.

(c) Skills and Behaviour Development

- (i) The way the council manages and delivers learning and development has been reviewed, with all associated budgets now consolidated. The staff survey results were also used to inform and revise the Corporate Learning and Development offer. Learning and Development activities now include a variety of additional opportunities for managers and staff, i.e. in coaching, the PDR process, managing absence and disciplinary issues. Furthermore, the council have already ran a number of Building Resilience and Mindfulness courses in response to the deterioration in the staff survey results linked to how staff are coping with their work demands.
- (ii) To increase an individual's understanding of how their contribution fits in with the council's key priorities, how the council manages performance has been improved. From May 2014, Performance Development Reviews (PDRs) will include the Behavioural Standards and ratings (developed and agreed in 2013) which will also be aligned to the council's service planning cycle. In addition, the performance management module on iTrent (the council's HR and payroll system) is now built and will allow the council to monitor and report on the number of PDRs taking place.

(d) Pay, Reward and Recognition

To support those staff on lower pay, the council adopted the living wage from April 2013 and became an accredited Living Wage Employer in November 2013, with the living wage becoming a contractual supplement from April 2014. The council launched a

new staff discount scheme in October 2013, designed to support staff in making their salaries go further. To compliment this and also help staff feel valued and rewarded, a review of the existing monthly and annual staff awards is also now taking place.

Further actions planned and governance arrangements

8. The following highlights further actions and the governance arrangements put in place to drive improvement and monitor progress:

(a) **Corporate Improvement Actions**

To address the issues highlighted in the staff survey, a Corporate Improvement Action Plan has been agreed. This action plan applies to the whole organisation and takes into account the work already underway as part of the council's Workforce Strategy. A copy of the Corporate Improvement Action Plan is attached at Annex 1.

(b) **Directorate Improvement Actions**

Each Directorate has a named representative within each area. These representatives have communicated the staff survey results within their own Directorates and developed their own specific action plans. Going forward, the Directorate representatives will also support the stress risk assessment process and monitor and report on progress as per the Governance arrangements below.

(c) **Stress Risk Assessments**

Stress risk assessments and any actions arising from this process also form part of the Directorate Improvement action planning process (8 (b) above). The 2011 staff survey highlighted that additional support is needed within some service areas when undertaking stress risk assessments. How this will be addressed is detailed in the governance arrangements below.

(d) **Governance arrangements**

A topic based sub-group of the Joint Health and Safety Committee has been formed to monitor progress of the improvement action plans and oversee the stress risk assessment process. This sub-group meets quarterly and includes representatives from each Directorate, Trade Unions, Occupational Health, Human

Resources and Health and Safety, who will also receive training on the stress risk assessment process. Council Management Team will receive quarterly updates on progress, with the next one due in summer 2014.

Council Plan

9. The Workplace Wellbeing Survey assists in delivering against to the council's Workforce Strategy, underpinning the delivery of all Council Plan priorities and in particular the Core Capabilities of:

- a confident, collaborative organisation;
- completely in touch with our communities;
- relentlessly focused on our priorities.

Implications

10.

- **Financial** – none within this report, all costs are managed within existing budgets.
- **Human Resources (HR)** – as described in the report.
- **Equalities** – the staff survey was made available to all staff (excluding schools) in electronic and paper form. An equality analysis of the results confirmed there was little difference when comparing overall results with the results of specific staff groups.
- There are no specific **Legal, Crime and Disorder, IT or property implications**

Risk Management

11. Failure to undertake a staff survey and analyse/respond to the results could result in the council not achieving:

- compliance with the HSE management standards;
- Excellent status of the Equalities Framework for Local Government;
- The outcomes as set out in the Workforce Strategy.

Recommendations

12. Members are asked to note:

- a) the progress and achievements since the update in November 2013;
- b) the Corporate and Directorate improvement action plans;

Reason: To keep members informed of how the results of the staff survey are used to drive improvement in workforce related matters.

Contact Details

Author:

Tracy Wright

Diversity & Staff
Engagement Advisor

Human Resources and
Organisational Development

01904 554399

Chief Officer Responsible for the report:

Pauline Stuchfield

Assistant Director, Customers & People

01904 551100

**Report
Approved**

Date

Specialist Implications Officer(s) *None*

Background Papers:

Workforce Strategy 2012-15:





<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=6682&Ver=4>

Previous agenda papers to this Committee

Annexes

Annex 1: Corporate Improvement Action Plan

Annex 1: Corporate Improvement Action Plan

Key		Doing very well
		Good, but need for improvement
		Clear need for improvement
		Urgent action needed

HSE MANAGEMENT STANDARDS					WORKFORCE STRATEGY ACTIONS & PROGRESS		STAFF SURVEY IMPROVEMENT ACTIONS (ALL CYC)				Measure
Theme	Issue	2013 Score	Interim Target	Desired Score	Project	Timing	Responsible Officer	Improvement Actions	Deadline	Status	
DEMANDS	Not all staff are coping with the work demands placed upon them. Particular hot spots in service areas, Chief Officers, Grades 9 to 12, managers and carers.	3.06	3.10	3.29	See further details overleaf	April 2014	Asst. Directors Heads of Service	Cascade a summary of priorities to all direct reports Service / Work planning All Heads of Service develop and communicate a 12 month service / work plan and key priorities for their service area to all team members.	June 2014 (tbc)		

DEMANDS							<p>Heads of Service & Line Managers</p>	<p>Hold regular team meetings and one to ones for all team members Ensure all team members are clear about their personal and team targets and when deadlines and priorities change</p> <p>Ensure all team members are aware and understand opportunities to work flexibly.</p>			
----------------	--	--	--	--	--	--	---	---	--	--	--

DEMANDS				Establish a comprehensive approach to performance management - New performance management framework will encourage staff to start conversations / dialogue	April 2014	Line Managers	Performance development reviews (annual with 6 monthly interim review) Ensure objectives are clear and realistic and development needs are discussed and addressed through annual PDR process for all team members.				2,000 staff have iTrent Self Service. Monitor No. of PDRs complete from July 2014 (then every year)
				Progress iTrent Performance Management module. Build and design. Will allow monitoring of PDRs and where these are not taking place	Jan 2014 Test Feb 2014 Go live April 2014						

DEMANDS					Training on how to conduct PDR's form part of People Manager Courses being delivered by ACAS, commissioned through WDU.	From April 2014	Line Managers				
----------------	--	--	--	--	---	-----------------	---------------	--	--	--	--

CONTROL	Some reports of limited control over what work staff do, speed of work, a lack of flexibility in working time and little control over breaks.	3.7	3.72	3.72	Core Learning & Development offer reviewed and currently running courses on: Effective conversations ; Introduction to coaching; coaching skills refresher. Courses will support a change in mindset and embed behaviours that promote different ways of working.	April 2014	Line Managers	Where practicable, ensure all team members have a say in the way they work.			No. of people who attend courses (every six m'ths)
							Line Managers	Help create and establish a learning environment by encouraging team members to develop new skills.			

CONTROL					<p>Also links to new framework on performance management framework <i>(as per demands above)</i>.</p> <p>Offer courses on building resilience and mindfulness to help staff take control.</p>	From April 2014					
---------	--	--	--	--	---	-----------------	--	--	--	--	--

MANAGERS SUPPORT	Some areas report a lack of support, encouragement or time available to discuss issues with their managers.	3.54	3.57	3.65	Induction checklist on intranet reworked.	Complete	Line Managers	Ensure any new recruits are effectively inducted.			Review new starters induction (every 6 m'ths).
					Re-launch of extra factor award and review of all recognition schemes.	July 2014	Line Managers	Effectively use existing communication channels to share information and celebrate team achievements.			No. of nominations increase (every month and year).
					Regular publicity re above & other key policies (i.e. performance development reviews, flexible working, reward & recognition) to raise awareness so everyone knows what is available.	Ongoing	Line Managers	Make use of Employee of the Month and Extra Factor Awards recognition schemes.			Review no. of staff who attend courses.

PEER SUPPORT	Some concerns raised regarding a lack of respect between employees and incidences of peers not willing to help or listen to work related problems;	3.89	3.89	3.89	Behavioural Standards Framework developed and launched Will embed further via performance management review (see <i>demands above</i>).	Sept to Dec 2013	All staff	Need to maintain score. Familiarise with the Council's values and behavioural competency framework.			See <i>relationships below</i> .
--------------	--	------	------	------	--	------------------	-----------	--	--	--	----------------------------------

RELATIONSHIPS	130 of our staff report they are sometimes, often or always bullied. Some strained relationships within service areas	3.94	3.97	4.04	Relaunched training for managers re: Dignity at work as part of people manager courses.	Mar 2014	Line Managers	Encourage all CYC employees to be proactive about challenging and reporting unacceptable behaviour by promoting existing policies and support mechanisms.			Review data re formal employee relations cases raised (every 6 mths). Feed into Workforce Monitoring Report (yearly) to evaluate impact of actions.
					Jan 13 to Nov 13 statistics confirm that out of 13 formal complaints, only 1 was found. 9 were linked to other processes. This suggests a bullying culture does not exist.	Ongoing	Line Managers	Advocate appropriate learning and development opportunities to equip everyone with the skills and confidence to tackle inappropriate behaviour.			
					Publicise where staff can get advice & assistance via first contract network.	April 2014					

ROLE	Many staff are not clear what the council's priorities are and how they contribute to these.	4.14	4.18	4.31	Will be addressed with launch of PDR process (see <i>demands above</i>).		Line Managers	<p>Reaffirm how an individual's work links to the council's overall key priorities.</p> <p>Regularly review targets for individuals and check for conflicting demands.</p>		Managers record how objectives link to council priorities on revised PDR form.
-------------	--	-------------	-------------	-------------	---	--	---------------	--	--	--

CHANGE	Not all staff are fully engaged in change. Some criticism of how we consult and communicate change and being adequately informed about what is happening around the council	3.05	3.12	3.24	Local Government Yorkshire & Humber (LGYH) reviewing current change management processes. Review aims to recommend a fresh approach to how CYC manages change, giving organisation max flexibility to keep employees engaged throughout the process.	April 2014	Line Managers	Attend learning and development opportunities re change management.			
						Line Managers	Ensure team members are offered learning and development activities to support them if their role fundamentally changes.				
						AD Transformation & Change	Links to Transformational Change Programme.				

<p style="text-align: center;">STRESS RISK ASSESSMENTS</p>	<p>Red scores within HSE management standards</p>				<p>Ensure JHSC sub-group trained on legal requirements, undertaking stress risk assessments and mediation skills. (Cost tbc by OH services).</p> <p>Ensure managers are equipped to carry out stress risk assessments - Ongoing DMT support required.</p>	<p>Mar 2014</p> <p>From Aug 2014</p>	<p>JHSC sub-group</p>	<p>Ensure all 51 service areas scoring a red undertake a stress risk assessment (as per Annex 2).</p> <p>Ensure all reasonable controls can and are being implemented.</p>	<p>January 2016</p>		<p>No. of stress risk assessments complete and improvements being progressed.</p>
---	---	--	--	--	---	--------------------------------------	-----------------------	--	---------------------	--	---

COMMUNICATION	Lack of clear consistent messages of key priorities and performance against these	TEXT COMMENTS	<i>(see wellbeing and engagement / staff focus group below).</i>		CMT	Each Director develops and communicates a weekly blog that includes their own priorities and CMT update.			As per actions listed.
	No formal mechanism for staff suggestions and ideas				OCex, CMT and Comms Team	High level summary of key decisions and discussion held at CMT to be published in buzz monthly.			
					CMT and Comms Team	Publicise monthly lunches <i>(see Leadership below).</i>			
					Business Intelligence team and Comms Team	Improve use of buzz and the intranet to communicate the council's key priorities and how we are performing against these.			

VISIBLE LEADERSHIP	A lack of visibility of senior leadership team	TEXT COMMENTS	Develop approach to Leadership Development (<i>Linked to talent management strategy - see below</i>).	Sept. 2014	CMT (<i>possibly extend to CLG</i>)	“Walking the floor” & working out on floorplates become the norm. This will help connect with staff in their own work environment and build dialogue with those who do not have regular contact with senior leaders.	Feb 2014		As per actions listed.
			Roll out extended Yorkshire Accord Programme April 2014.	April 2014	CMT, Comms Team		Feb 2014		
			Evaluate Programme 2 of Service to City.	July 2014	CMT (<i>possibly extend to CLG</i>)		TBA		
					CMT		Summer 2014		

WELLBEING AND ENGAGEMENT	Work pressure affecting health Issues regarding working environment	TEXT COMMENTS	Health, Safety and wellbeing week. Effectiveness / use of resources reviewed.	Oct. to Nov. 2013	Line managers	Promote a flexible working environment and highlight any ongoing issues to JHSC sub group.	Ongoing		No. of staff who attend courses (every 6 m'ths).
	Low participation of part time, cleaners and those not based in the city centre		Develop a programme of topic based activities.	Ongoing					Next survey (2015) shows an increase of under-represented groups taking part.
			Develop and roll out Mental Health in the Workplace for Managers and Staff.	April 2014					
			Review and update content of YOR wellbeing portal (JHSC sub group).	May 2014					

WELLBEING AND ENGAGEMENT

Raise awareness of Mental Health Awareness week and relaunch and publicise YOR wellbeing portal.

June 2014 (New – tbc)

Survey asked for volunteers to join a staff focus group. Response = 150.

Focus group to meet quarterly on specific organisational wide themes.

Apr / May 2014 and ongoing

RECRUITMENT AND RETENTION	No career progression No career pathways Do not manage or nurture talent.	TEXT COMMENTS	Develop Talent Management Strategy.	Feb 2014					Key talent identified as per talent strategy Succession plan in place for business critical roles (Dec 2014).
	Working with (LGYH) to put interventions in place to develop a talent bank and a process to promote talent in the region.		Mar 2014						

<p>SKILLS AND BEHAVIOUR DEVELOPMENT</p>	<p>A lack of and access to learning and development</p> <p>Capability of line managers</p>	<p>TEXT COMMENTS</p>	<p>Establish Development Plan in line with identified key skills.</p> <p>Launch Phase 3 of Core Skills Programme.</p> <p>Links to Talent Management Strategy and Programme above.</p>	<p>Mar 2014</p> <p>April 2014</p>					<p>Development plan in place.</p>
<p>PAY, REWARD & RECOGNITION</p>	<p>Lack of recognition for individuals and teams doing great work</p>	<p>TEXT COMMENTS</p>	<p>See review of employee recognition schemes in "Managers Support" above</p>						



Corporate & Scrutiny Management Committee

7 April 2014

Report of the Learning & Culture Overview & Scrutiny Committee**Improving Evening Culture Scrutiny Review – Final Report****Purpose of Report**

1. This report presents the findings, conclusions and recommendations arising from the Improving Evening Culture Scrutiny Review, in support of the corporate scrutiny review into York's night time economy.

Background to Review

2. In early June 2013 the Learning & Culture Overview & Scrutiny Committee received a briefing report on "improving the quality of the heritage and arts offer in the city provided by the Head of Culture, Tourism and City Centre. It suggested the proposed topic would support the Council's aim to continue working with its partners to ensure the city attracts more cultural tourists by supporting improvements in the quality of the heritage and arts offer in the city.
3. The committee were informed that given the Council's budget restrictions any improvements to the heritage and arts offer in the city would have to be delivered in partnership with other creative and cultural organisations across the city. They also learnt that the Council was already working actively with its partners to flesh out a new high level tourism strategy for the city, which included the creation of a cultural tourism programme. And, that an application for the necessary funding for the programme was in the process of being drawn up for submission to Visit England/Arts Council England in July 2013.
4. In light of that information, the committee agreed to postpone their consideration of the suggested scrutiny topic until the second half of the municipal year when the outcome of the funding application would be known.
5. Subsequently, at a meeting of CSMC on 24 June 2013, members agreed a corporate scrutiny theme for this municipal year around the city's night-

time economy, noting its connection to a number of the Council's current key priorities in its Council Plan 2011-2015.

6. CSMC agreed it would be possible for each overview & scrutiny committee to identify an appropriate night time economy related topic which would support their individual terms of reference. They tasked each committee with completing its night time economy review in time for the presentation of their review final report to the meeting of CSMC in March 2014. In turn, CSMC agreed they would collate the findings and recommendations arising from each review and present them to Cabinet by the end of the municipal year.
7. In July 2013 the Learning & Culture Overview & Scrutiny Committee agreed their proposed topic on improving the quality of the heritage and arts offer in the city would be appropriate as their contribution to the night time economy themed corporate review. The Committee therefore set up this Task Group to carry out the review on their behalf, and agreed the following aim and objectives for the review:

Aim:

To identify an improved cultural offer up to 8pm in order to extend the tourist day and encourage more tourists to stay for longer or overnight, with a particular emphasis on families.

Objectives:

- i) Identify best practice internationally and nationally
- ii) Investigate barriers to increasing the availability of York's existing family based cultural and entertainment offer
- iii) Identify other new cultural and entertainment activities suitable for York and investigate the possibility of their introduction in York
- iv) Investigate how best to signpost tourist activities, and encourage those providers to work with accommodation providers to jointly promote their offer.

Background to Tourism in York

8. Tourism in York

York was one of the first inland English cities to embrace tourism as a response to the decline of its traditional industries. From the outset it saw its assets as being the built heritage of the city. In 1968 York became a Conservation Area, recognising the value of the built environment to its

visitor economy. In 2007 York was awarded the title of European Tourism City of the Year by European Cities Marketing and it has repeatedly won awards as a favoured destination for visitors. Although the focus has remained on heritage, the city has consistently sought to introduce innovative ways for the tourist to engage, for example through an emphasis on live steam at the National Railway Museum and presenting the history of Viking York through the revolutionary ride at the Yorvik Centre. Despite its compactness York is ranked 6th amongst English towns and cities for all trip purposes by domestic visitors, ahead of much larger business centres such as Leeds, Liverpool and Newcastle and well ahead of other heritage towns and cities (Visit England 2011).

9. Trends in tourism in York have been tracked through an Annual Visitor Survey since 1995. The latest summary (2011/12) shows that York has a relatively high proportion of repeat visitors (78%) and a wide range of age groups. York appears to have particularly strong appeal to family parties (37%) and about one in four visitor parties included children (27%). The largest proportion of visitors to York is visiting from within Yorkshire (24%) but there are significant numbers from the North West (10%), East Midlands (6%) and North East (6%). York has a strong appeal for international visitors at 17%, which is higher than the Yorkshire average (12%). Key overseas markets include the USA, Australia, China, Ireland, Canada, Germany, the Netherlands, France, Norway and Spain.
10. While progress has been made over the past two decades, so that tourism is now a highly significant element of York's economy at about 14% of gross value added and 21% of employment, some indicators suggest that income from tourism may have reached its zenith and that it could decline while numbers continue to increase, becoming less sustainable and valuable to visitor and resident alike. International comparative research demonstrates that the development of a visitor economy which exhibits the same sort of structure as York will eventually slow down, and this point could well have been reached in the past few years.
11. Therefore it is the view of Visit York that to realise its ambitions, the city must now choose whether to carry on doing more of the same, which will mean competing for a declining share of the market, or innovating and making better use of its principal assets.
12. To get the tourism offer right York must tackle three challenges: what the city has to offer, the manner in which it is offered and the support

provided by its transport, communication and accommodation infrastructure.

13. External perceptions also need to be addressed. By comparison with other cities, York could make itself more welcoming, both by improving communication with visitors, and by encouraging more engagement with the city's residents and employees.
14. Most significantly, visitors report that York does less than it could to show off its strengths in the cultural and creative sector. Despite the national coverage of successful events like the Hockney exhibition at York Art Gallery in 2011, or the York 2012 Mystery Plays, this does not persist in the media or carry over into wider perception of what the city is about. While visitors are pleased to discover the energy in cultural and creative organisations this is currently poorly integrated into the welcome afforded to visitors, especially if they are in the city for the first time.
15. York's Current Cultural Offer
York's historic setting and contemporary vitality provide the riches of a truly cultural city. The streets surrounding York Minster, King's Manor and St William's College have been a place of historians, of archaeological and religious study, of choristers, of book publishing, of scholarly endeavour - for hundreds of years.
16. Today, York is full of bookshops, antique dealers and little independent art galleries. Its cultural offerings range from Mystery Plays performed on the streets, to challenging drama, world music and innovative venues and showcases for new artists of all kinds.
17. The National Centre for Early Music on Walmgate is a place of musical study, research, performance and innovation. Concerts feature folk, jazz, 20th century and world music. Early music was its creator, however, as it was established to provide a base for Britain's premier festival of early music every year. Events and festivals reflect the cultural nature of York. The University of York Concert Series, the Music Live Festival every May, York Minster services, concerts and medieval music, a thriving jazz and folk scene all make York a perfect place for music lovers.
18. York's museums and galleries (The Yorkshire Museum, York Castle Museum and City Art Gallery) display the wealth of historical and artistic treasures that belong to the city, from Roman times through Anglo-Saxon and Viking eras to the Middle Ages – the Wars of the Roses, the Civil

War – and on to York’s genteel Georgian days. The Art Gallery is remarkable for its collection of important European paintings spanning seven centuries, with works by Bellotto, Reynolds, Lowry and York-born William Etty, whose statue stands outside the gallery. York St Mary’s church, now York’s leading contemporary art space in Coppergate displays solo exhibitions by contemporary artists and sculptures, and is a lovely place to stop by.

19. There is also York’s Chocolate Museum providing an entertaining and informative guided tour through the history of York’s most famous chocolate-making families and their finest creations, York Dungeon, a thrill-filled fun journey through 2000 years of York’s most horrible history, and the Yorvik Viking Centre the site of one of the most famous and astounding discoveries of modern archaeology, where visitors can journey through the reconstruction of Viking-Age streets, as they would have been 1000 years ago.
20. The Theatre Royal and Fairfax House are symbols of York’s prominence as a cultural centre in Georgian times. And whilst Fairfax House has become one of the best preserved Georgian townhouses in Britain and a wonderful museum piece, the Theatre Royal is as busy today as it was in the days when Georgians such as the Fairfax family came from London to entertain and be entertained in fashionable York. The packed programmes at the Theatre Royal and the Grand Opera House range from grand opera and classical ballet to Stomp and Soul Explosion.
21. At City Screen York, arthouse, independent and quality mainstream films are screened, and the Basement Bar hosts diverse music, poetry, and comedy events.
22. The city centre itself is honeycombed by a maze of hidden alleyways, all with colourful stories. These Snickelways enable you to travel back in time through some of York’s most picturesque backwaters and further explored on one of the many Ghost Walks. The city walls and river also provides a picturesque backdrop to those that like to walk and there are boat trips available to take you further afield.
23. Definition of Cultural Tourists
Cultural tourists are often described as falling into one of three groups - ‘casual, accidental, or purposive’. The York Annual Visitor Survey suggests that 17% can be described as purposive cultural tourists who come to York specifically because of its cultural offer.

24. Beyond the 17% who specifically mention cultural activities there are many more in the casual and accidental categories who, given some practical interventions, would not only engage with culture on their current visit, they would become regular, loyal visitors to York, expecting to experience outstanding contemporary culture in unique, historic surroundings. They may start out as leisure or business visitors, and be in York for a celebration or a conference, but their casual encounter may prompt a future visit with a cultural experience in mind.
25. There has been an upward trend in average length of stay to about three nights but this needs supporting by a more diverse and better connected range of activities of higher quality once the major attractions close for the day. The plan is to arrive at a 'sweet spot' where a greater proportion of high-spending international and domestic visitors stay for three nights or more to take in a mix of contemporary culture and heritage based activities as well as the perennial favourite of strolling the streets of the city and, of course, eating and drinking well.

Consultation

26. Residents Survey

In support of the night-time economy corporate scrutiny theme an online survey was undertaken in late 2013 focussing on 'York after 5'. The survey included a number of generic questions to support all of the reviews, and a number of questions specific to each of the individual scrutiny reviews (except the health review as the Health Overview and Scrutiny Committee carried out its own survey). Specifically in support of this review, the survey questions relating to:

- Social and cultural activities/event that would encourage visits to the city centre after 5pm – see responses to Qu.3
- Concerns around taking children into the city centre after 5pm – see responses to Qu.9-12

The full 'York after 5' survey and its responses were presented to Corporate & Scrutiny Management Committee at its meeting on 10 March 2014. The Learning & Culture Task Group also carried out a brief survey of York's music venues and music promoters – see paragraph 42 below.

Information Gathered

27. York's New Tourism Strategy

As part of their work on the review, the Task Group considered an Interim Strategy Document produced by the Council and its partners to enable the city to make greater progress in attracting and supporting high value investment to the city, and supporting the growth of the visitor economy, all underpinned by a more efficient and effective approach to marketing and profiling of the city's offer – see Annex A. The aim of the strategy is to double the value of tourism to York over the next ten years, representing £1bn of economic activity and a further 2000 jobs. This proposal represents a major element of the re-visioning of York as a visitor destination, capitalising on the authenticity, originality and vibrancy to be found in the city's contemporary cultural sector.

28. The Interim Strategy Document takes account of a number of issues/factors i.e.:

- York does less than it could to show off its strengths in the cultural and creative sector.
- Statistics show York appears to have a particularly strong appeal to family parties (37%) and about one in four visitor parties include children (27%).
- A fresh approach to presenting culture would attract younger visitors who currently complain of 'nothing to do after 5pm' (whilst it is not easy to generalise about the age groups predominating amongst cultural tourists in York there is evidence of this view)
- Only about 4% of staying visitors mention a specific festival or event, suggesting that there is room to extend the offer to encourage more overnight stays.
- One of the suggested actions identified is to 'Grow the evening offer, e.g. initiate a 'First Fridays' concept as the initial step in encouraging new entertainment choices'

29. Development of the new Tourism Strategy continues and the full Learning & Culture Overview & Scrutiny committee will have an opportunity to consider the final draft strategy prior to its completion.

30. New Marketing Organisation (NewCo)

In late February 2014, the Task Group received information on the proposals for a new city marketing organisation being developed to build on the way York is promoted as a visitor destination and business location. A report setting out the specific productivity challenges the city

faces went to Cabinet in November 2013, recommending the development of a number of new approaches to attracting investment. One of which was a new approach to delivering marketing, culture, tourism and business development for the city. The Task Group considered the detailed aim and outcomes for this new approach – see Annex B.

31. The Task Group also received detailed information on a Consortium evolved from the city's cultural partnership forum, York @ Large which had come together to address the issues detailed in paragraphs 28 above.

32. York Consortium

The Consortium is made up of the following members:

- Visit York
- York Museums Trust
- English Heritage Yorkshire and the Humber
- National Railway Museum
- York Minster
- The National Centre for Early Music
- Screen Yorkshire
- Aesthetica Magazine
- One & Other Magazine
- University of York
- Science City York
- Pilot Theatre York
- The Rowntree Society
- Riding Lights Theatre Co.
- York @ Large
- York Archaeological Trust
- York St John University
- National Trust Yorkshire
- York Civic Trust
- York Theatre Royal
- City of York Council

33. In an effort to contribute to the aims of Visit York's new Tourism Strategy, the Consortium has agreed a number of objectives designed to increase:

- The proportion of cultural tourists from the current level to 25% by 2017, as measured by the Annual Visitor Survey, with associated increases in per capita expenditure.
- The GVA attributable to tourism, as measured by the Regional Econometric Model, by an amount greater than the predicted trend, which is currently 2.5% per annum over the period.

34. The key focus of the Consortium is to successfully deliver its 'Refresh York' project. In January 2014, the Task Group considered the Consortium's application for Visit England/Arts Council funding in the

amount of £331,500. If successful the plan was to run the project from March 2014 to February 2017.

35. As part of the project the Consortium planned to introduce and widely promote 'York Red Letter Nights' as a cultural package. The programme for which would consist of thirty commissioned events taking place at regular intervals around the year. A Creative Producer (employed by the Theatre Royal) would work with Consortium members to devise, manage and deliver the programme – for further information on 'York Red Letter Nights' see Annex C.
36. The criteria for each commissioned event would support the overall project aims, which were to:
 - Rebalance 'heritage York' to include 'creative York'
 - Improve the coordination and coherence of York's 'cultural offer'
 - Offer 'family friendly' activity in the right time and the right place
 - Show off the 'hidden potential' of contemporary culture
 - Be 'welcoming' for visitors.
37. In February 2014, the Task Group learnt that the application for the necessary funding had proved unsuccessful. Recognising that the project would help to increase York's family friendly cultural and entertainment offer, the Task Group agreed to meet with Consortium members in late February 2014 to find out what elements of the bid each individual organisation might still be in a position to work towards / introduce in an effort to help achieve the aims listed above. The feedback from that meeting is shown in the analysis section below – see paragraphs 60-65 below.
38. Objective (i) – Best Practice
The Head of Visit York provided information from the following Heritage cities detailing their efforts to improve their early evening economy:
 - Bath – A similar situation in Bath and an issue that Visit Bath, and are keen to address. The later opening hours of the Roman Baths (9pm in July and August, Mon-Sun - owned by Bath City Council) helps during the summer months, as do the later opening times for shops in Southgate (which is a shopping area with one management company which can stipulate their opening hours). However, across other areas of the city, the patchy opening hours by independent shops, makes it difficult to promote a consistent message. There is

going to be a slight relaxing of allowing tables and chairs outside some cafes which might also help.

- Lincoln - Similar issues in Lincoln. They have late night shopping throughout the year on a Thursday but not all shops take part. They are trying an 'Alive After 5' campaign to get offers & deals on a Thursday to add to the retail offer & have included parking deals <http://www.visitlincoln.com/about-lincoln/thursdays>

Feedback from retailers is they will not stay open unless they see the footfall but the city can not get the shoppers to come as there are not enough shops open. They need to think of other incentives to visit during these times.

- Durham – city centre quiet from 5pm, livens up again after 7pm. The exception that proved the rule was Lindisfarne Gospels which had exhibition opening hours were until 9pm. But it took until about half way through the 12 week run for the Café opposite the exhibition to open until 6pm instead of 5pm, and towards the very end managed to encourage them stay open until 6.30pm.
- Carlisle - Exactly the same as York. Despite efforts to work with the retailers there is no enthusiasm (apart from Christmas) to remain open into the early evening. Not tried any other initiatives but would be interested in the experiences of other cities.
- Chester - No initiatives as yet but looking into this area. Any activity being led by retail views rather than other sectors.
- Oxford – Nothing spectacular happening early evening. They have a number of walking tour operators running tours at that time and into the evening. Plus being Oxford a lot of evensong at College chapels.

39. Objective (ii) – Barriers to increasing the availability of York's existing family based cultural and entertainment offer

The latest visitor survey shows that the average spend of a visitor party with children is less than that of a party without children so purely in economic impact terms family groups appear less valuable to the city's economy. However there are lots of arguments why families should be targeted.

40. Whilst Visit York's Visitor Survey does not specifically cover the early evening period, it does ask about evenings (from 5pm) in general. The responses to the questions in the 2012/3 visitor survey relating to the evening experience show that:
- 54% of visitors eat out/go for a drink after 5pm
 - 4% attend a cultural performance (includes daytime and evening)
 - For 1% of their visitors, the main purpose of their trip is an evening meal and for a further 1% the main purpose is the cultural performance
 - Average spend per person per day on food and drink after 5pm = £6.86, although 49% of visitors spent nothing (so average for just those who did spend on food and drink in the evening was £13.45)
 - Average spend per person per day on evening entertainment = 91p, although 82% spent nothing (so average for just those who did spend on evening entertainment was £5.06)
41. In contrast, findings from the resident's survey suggest the barriers may be more product based i.e. a lack of activity/retail/ attractions etc. in the 5-8pm window, and the perception of York as a pub/drinking centre.
42. The Task Group agreed they would also like to gather information from Music Promoters and Music Venues across the city to identify what barriers they perceive, and therefore agreed a number of questions for circulation. Those questions and anonymised responses are shown at Annex D
43. Objective (iii) - New cultural and entertainment activities suitable for York and the possibility of their introduction in York
The cultural and entertainment activities current available in York are detailed above in paragraphs 15-22.
44. It is the view of Visit York that the city needs a new concept which will attract a significant number of visitors and be of equal interest to locals. Clearly the right new concept would need to be identified, but that is only part of what will be required. Others in the Leisure and Culture sector and other commercial sectors would need to be involved, and kept fully informed throughout the planning stage and the event running. Visit York would be happy to facilitate those conversations and it is their view that any new event would need to take place regularly over a longer period of time (perhaps once a month throughout the year rather than in one week of the year) to help build up a guaranteed influx of visitors which all providers could benefit from. The knock on effects from this approach

can be evidenced from initiatives in the USA and elsewhere. For example, it has been shown that retailers swiftly respond by arranging for later closing times.

45. Objective (iv) – Signposting tourist activities and encouraging joint promotion by their providers and accommodation providers

Visit York produces an annual events calendar detailing the activities provided by their members. The printed version highlights the main events but the online version is constantly being updated to include all new events/activities as arranged throughout the year – this can be viewed at:

<http://www.visitthecityofyork.org/seeanddo/thedms.aspx?dms=12&groupid=1&events=1&pvieflag=E&=townid&msg=2014+Events#!page=1>

46. Visit York also encourages cross-selling between their members. Lots of partnerships have been and are now in place for ticketing with hotels and between attractions e.g. York Boat and Open top buses, Joint Museum Trust entry etc. The most important partnership is the York Pass attraction card that Visit York operates and is a 'buy up front' entry card. This entitles entry to over 30 attractions. A number of hotels package this into their stay rates and B&Bs and Guest Houses earn a commission by selling it to their guests. They also host events at the various museums when a new exhibition is about to open, to which hoteliers etc are invited. This is seen as a positive way of networking and building relationships, and encourages those invited to promote the exhibition to their clientele.

Analysis

47. Objective (i) – The Task Group noted the information provided by a number of other heritage cities – see paragraph 38 above. In regard to the later opening times for shops in the Southgate area of Bath, the Task Group recognised the similarity to York's Coppergate for which a late night opening pilot has been recommended by Economic & City Development Overview & Scrutiny Committee.

48. They also agreed that the feedback from those cities suggested they were facing the same issues as York. In fact the Task Group was unable to identify anywhere that has successfully tackled the teatime lull between 5-8pm leading to tangible improvements to their early evening economy, either through an improved cultural offer or extended retail offer. The evidence suggests only isolated pockets of success resulting from one off events (as in York), rather than any structured long term

city-wide approach. The Task Group agreed that to achieve city-wide success in York, a partnership approach is required as no one organisation can achieve it alone.

49. Anecdotal evidence from other countries suggests that alternative uses for existing cultural/creative venues may be the way forward. For example, in Prague the National Gallery closes at 5pm and re-opens at 5.15pm for early evening classical music concerts. The Task Group agreed that some of the heritage venues in York may be suitable for alternative cultural use after their close of normal business and that this would be one way of helping to bridge the gap between 5-8pm.
50. Objective (ii) - From the evidence provided by music venues and promoters (shown in Annex D), the Task Group noted that many of the venues were prevented from offering early evening events as it was not possible to carry out sound checks earlier in the day without disturbing nearby premises. They also recognised the need in York for more free marketing opportunities and a single, comprehensive listings service or publication, which many other cities already have. The Task Group agreed this would benefit not only music providers and venues but also the independent event organisers working in the city and the smaller creative organisations. The Task Group also agreed the city centre lacks a focal point where residents and visitors can find information on what's on each day, agreeing that Visit York does not necessarily hold information on everything that is happening, particularly events and activities provided by smaller / independent organisations. They agreed the city would benefit from a number of high quality managed poster boards, strategically placed throughout the city centre. These should be sensibly and sensitively placed in line with planning and heritage guidance.
51. Finally, the Task Group agreed that improving the networking between organisations of all sizes would likely lead to more collaboration, and events being run in tandem. A recent example of this was the Viking Festival and Victorian exhibitions during February half term. Given a more collaborative approach, it may have been possible for others to link in and run associated events/ activities. This approach would help to generate the critical mass needed and the footfall that retailers and transport providers are looking for to extend their services. Ideally this would happen outside of those times in the year when visitor numbers are traditionally high i.e. school/bank holidays, in order to reap the benefits throughout the year.

52. Objective (iii) – The Task group considered the ideas for new cultural and entertainment activities for York raised by members of the public via the consultation survey carried out in support of the whole Night Time Economy corporate scrutiny review – see survey findings at Annex A - in particular Appendices 2 & 3. They also considered the new concept idea suggested by Visit York – see paragraph 44.
53. They agreed that a coordinated and cohesive approach by leisure and culture providers, transport providers and retailers would benefit all as this has proved successful in the past e.g. for the Mystery Plays the city's Park and Ride service made changes to allow for later departures from the city. The same happened for Illuminate York, additional buses were provided, the park and ride service ran for longer and a number of city centre shops remained open for longer.
54. The Task Group agreed with Visit York's view that a new concept was required, and that it should be run over a number of weeks (rather than on consecutive nights) as this would help create a precedent for visitors and locals to stay in the city centre in the early evening, one evening a week. They agreed that once the event had run its course, if other attractions and shops chose to remain open in the early evening on the same evening each week (possibly a Friday to encourage visitors to start their weekend visits to York earlier) they would continue to generate the required footfall to maintain the necessary increase in income to make extended opening hours viable which in turn, the transport providers could continue to benefit from.
55. In addition, the Task Group agreed they would like to see festivals and markets being extended into the early evening (till 8pm), with buskers and street entertainers being encouraged to perform during that time. They would also like to see city centre open spaces such as Newgate Market, Kings Square, Minster Piazza etc, being used in the early evening for open air performances (music, theatre etc), but recognised the issue of funding would need addressing for some of the providers.
56. They agreed that further investigation was required to see whether the larger cultural organisations e.g. the Art Gallery, could offer up their venues for use by other smaller/independent entertainment providers outside of their normal opening hours (see paragraph 49 above). They also agreed a good place to start would be to run a pilot to extend the opening times of Museums etc in conjunction with the Coppergate pilot being recommended by the Economic & City Development Overview & Scrutiny Committee. However they recognised it would need to run for a

substantive time and be properly promoted, in order to be successful. The Task Group suggested the pilot should be run on a Friday evening in the first instance (in line with the Coppergate pilot), in order to try to extend the weekend visitors stay.

57. Overall the Committee agreed it was not just about identifying new cultural and entertainment activities. It was more about better collaboration between existing providers and better promotion/marketing.
58. New Marketing Organisation (NewCo) – The Task Group recognised the clear relationship between the cultural offer in York and the visitor and business economy and agreed that improvements in one should lead to improvements in all. Having queried how NewCo would be funded and how the Council could commission work, they agreed that the NewCo could help deliver this and noted the plan for it to supersede Visit York and encompass the Council's Cultural Team and elements of the Business Development Team.
59. The Task Group noted that the introduction of NewCo would build on the way York is promoted as a visitor destination and business location which will lead to improvements in marketing and promotion of the city's cultural events and activities, which they agreed was necessary (see paragraph 63 below). They also suggested that NewCo should have a sub-strategy for helping to develop smaller festivals and supporting independent promoters to ensure they can progress new ideas, including providing and/or signposting possible funding for promotion/marketing (see issues highlighted in paragraph 50 above). The Task Group agreed that the Council should consider commissioning a Co-ordinator to carry out this role within NewCo, along the lines of the Co-ordinator role within York Consortium's plans (see paragraph 64 below). This could also include looking at how to address the other issues identified by this review e.g. how to fund/manage open-air performances in city centre open spaces.
60. Meeting with York Consortium - In late February 2014 the Task Group met with the Executive Group from the York Consortium. The Task Group noted its member's willingness to proceed with their plans regardless of their unsuccessful bid, and was pleased to hear that the Consortium had been encouraged by the Arts Council to apply for alternative funding. The Task Group acknowledged the need for any future funding to be matched and noted there was no reason why this would not be possible bearing in mind the Consortium's original bid identified those organisations willing to contribute.

61. At the meeting all acknowledged that York residents perceive a disparity between investment for the benefit of tourists and investment for their benefit. Consortium Members confirmed that part of their purpose was to assist in creating a positive shift in residents' mind set, to encourage them to take ownership of what the city has to offer, and become more active citizens in the culture of the city e.g. participating in the Mystery Plays.
62. The Task Group noted Consortium Members views that:
 - Theatre goes delay coming into town until after 6pm when the city centre car parks become free of charge to residents, which prevents them from coming into the centre in sufficient time to eat before attending the theatre - this limits revenue for restaurants and cafes.
 - Attendees at high end performances at City Screen often feel uncomfortable coming out of City Screen into the melee from surrounding bars - this can affect their decision to attend.
63. Whilst the Task Group agreed that increasing the number of events and activities would over time encourage more visitors to come and more residents to participate, a lack of awareness of what was already on offer was also a key factor. Consortium Members agreed more could be done to improve marketing and promotion, particularly to enable smaller/ independent providers to better market the events and activities they offer.
64. The Task Group were interested to hear about the Consortiums plans for a Co-ordinator role, managed by those organisations which have a stake in the Consortium. They noted that the purpose of the Co-ordinator would be to see the possible connections between the consortium members, and encourage them to work together to identify innovative ways to collaborate and extend their current offer.
65. Overall, it was agreed that the Consortium members had a significant part to play in a holistic approach to improving the city's evening economy, but without improvements to other contributing factors e.g. an extended Park & Ride Service, cheaper/free car parking for all from 5pm onwards, extended retail hours and an improved perception regarding anti-social behaviour in the city centre at night, it would not be possible to achieve the improvements sought in the city's early evening economy. The Task Group agreed that a leap of faith may be required by some organisations and that some short term losses may be incurred, but that

these could be overcome in time, and in the longer term the economy would grow, benefitting all.

Review Conclusions

66. Overall the Task Group concluded that:

- To achieve improvements in the city centre early evening economy a partnership approach will be required between cultural and entertainment providers, retailers and transport providers, as no one organisation can achieve it alone.
- Increasing the number of events and activities would over time encourage more visitors to come and more residents to participate.
- Better collaboration between existing providers of all sizes is required to increase the number of events being run in tandem, to help generate the critical mass needed and the footfall that retailers and transport providers are looking for to extend their services
- There is a lack of awareness of what is already on offer. Therefore better promotion/marketing is needed e.g.:
 - There is a need in York for more free marketing opportunities and a single, comprehensive listings service or publication
 - the city centre lacks a focal point where residents and visitors can find information on what's on each day
- Some of the heritage and larger cultural venues in York may be suitable for alternative cultural use after their close of normal business which would be one way of helping to bridge the gap between 5-8pm
- a new concept is required, to be run over a number of weeks rather than on consecutive nights in order to create a precedent for visitors and locals to stay in the city centre in the early evening

Review Recommendations

67. At a meeting on March 2014, based on the review conclusions above and with the intention of encouraging more visitors and residents, including families, to visit the City during the evening particularly, the

Learning & Culture Overview & Scrutiny Committee agreed to make the following recommendations for CSMC's consideration:

68. To encourage more visitors to visit the city, and more residents to participate, Cabinet to:
 - i. Encourage York's larger heritage and cultural venues to offer up their spaces for use by York's other smaller independent entertainment providers (and by those based elsewhere in the country), outside of their normal opening hours.
 - ii. Recommend cultural organisations in the city run a cultural pilot in conjunction with the Coppergate retail pilot being recommended by others.
 - iii. Extend the running times for Festivals and markets to cover the early evening lull up to 8pm, and encourage Buskers and street entertainers to perform throughout that extended period.
 - iv. Investigate the use of the city centre's open spaces for open air performances during the early evening period.
 - v. In an effort to breakdown barriers to families, particularly those resident, coming into the city during the early evening and continue the provision of a popular activity for young people, Cabinet to encourage relevant parties to support the revival of 'dry' discos for young teenagers, whilst recognising and addressing the reasons for their demise, in particular the issue of safety outside venues.
69. To encourage a more joined up collaborative approach to cultural provision in York, the new city marketing organisation's specification to include:
 - vi. A sub-strategy for helping to develop smaller festivals and supporting independent promoters to assist them in progressing new ideas, including providing and/or signposting possible funding for promotion/marketing.
 - vii. The resources for encouraging all heritage, cultural and creative providers to work collaboratively and share information.
70. To improve awareness of York's existing offer and any future offer:

- viii. A number of high quality managed poster boards be introduced and strategically and sensitively placed throughout the city centre, in line with planning and heritage guidance.
 - ix. A comprehensive listings service or publication be introduced.
71. The Task Group recognise that it may be possible to achieve draft Recommendations (i) – (iv) & (vi) – (viii) through the new city marketing organisation (NewCo) which is currently being developed to ensure a more collaborative approach to cultural provision in York. This would require the above strategies to be incorporated into NewCo's draft specification which is due to be presented for Cabinet approval in May 2014. However as NewCo's specification is not yet available; CSMC may wish to consider NewCo's draft specification in order to confirm whether this is the appropriate implementation route.
72. In regard to recommendation (ix), Learning & Culture Overview & Scrutiny Committee acknowledge this may be achieved via Reinvigorate York, as part of its wayfinding strategy and as part of a collaborative effort to improve awareness. However they would like Cabinet to consider how best to progress this should Reinvigorate York choose not to take this forward.

Council Plan 2011-15

73. The review supports the 'create jobs and grow the economy' priority within the Council Plan 2011-15, in that a successful York will have an enhanced reputation as a respected European and international city, with a visitor economy recognised for its high quality, bringing financial benefits to the city and its residents.

Implications & Risk Management

74. **Financial** – In agreeing its recommendations, the Scrutiny Committee were mindful of the emerging role of NewCo. If The majority of its recommendations were to become part of NewCo's strategic role, NewCo would have to determine what level of financial support would be required for the relevant recommendations, should Corporate & Scrutiny Management Committee and ultimately, Cabinet, support those recommendations. Indeed, NewCo would also have to determine whether these could be met within its level of funding and report back accordingly. It should be noted, however, that an anticipated saving of

£220k has been earmarked against current budgetary levels, as a result of the creation of NewCo.

75. **Legal** – At this stage, there are no legal implications associated with the implementation of these recommendations, which would largely be for NewCo to address and consider. Any legal implications associated with the creation of NewCo have been addressed elsewhere and are not for consideration as part of this review.
76. **HR** – There are no known HR implications associated with the recommendations arising from this review.
77. **Other** – There are no other known implications associated with the recommendations arising from this review
78. **Risks** – The recommendations arising from this review are designed to improve awareness of York’s current cultural and entertainment offer, and to increase that offer in the future, in order to encourage residents to participate more and to extend the tourist day and encourage more tourists to stay for longer or overnight, in line with the remit set for this review.

Report Recommendations

79. Having considered the information within this report, the Corporate & Scrutiny Management Committee are recommended to take account of the findings from this review as part of their ongoing work to conclude the corporate scrutiny review on York’s Night Time Economy.

Reason: To ensure compliance with scrutiny procedures and protocols, and enable the final report from the ongoing corporate scrutiny review of York’s Night Time Economy to be completed, ready for presentation to Cabinet in May 2014.

Contact Details

Author:

Melanie Carr
Scrutiny Officer
Scrutiny Services

Lead Officer Responsible for the report:

Charlie Croft
AD Communities, Culture and Public Realm

Report Approved



Date 20 March 2014

Specialist Implications Officer(s) N/A

Wards Affected:

All



For further information please contact the author of the report

Background Papers: N/A

Annexes:

Annex A – Interim Strategy Document

Annex B – Information on proposals for a New Marketing Organisation

Annex C – Indicative Approach to York Red Letter Nights

Annex D – Information Gathered from Music Promoters and Music Venues

Abbreviations:

CSMC - Corporate and Scrutiny Management Committee

NewCo - New Marketing Organisation

This page is intentionally left blank



York's Tourism Strategy

Interim Document

York - Compelling, Exceptional World City

Tourism is one of York's most successful and important industries. The competition however is fierce and there is no room for complacency.

In recognition of this, City of York Council and Visit York are working together to produce a new business strategy for tourism to drive the city forward.

We are very grateful to those of you who have given your time to contribute to the consultation. This document provides an update on the progress we are making towards the strategy and sets out the direction of travel. You have told us that putting York at the heart of everything we do is key to achieving your ambitions. The approach is outlined in the following pages.

Over the summer we will be engaging with you as we start to produce detailed action plans for the strategy. Please continue to send us feedback on your views via: tourismstrategyfeedback@visityork.org.

After extensive consultation with York's businesses, key tourism partners, the travel trade and customers, we believe that the strategy must be built on three core principles:

1. York is the Brand

Our strength is that the 'York' brand name and brand values have high level recognition within the UK and internationally. So put York at the heart of what you do and the rest will follow.

2. Grow the Sector

Helping to make York a top five UK city economy and a top 10 European city, delivering GVA (gross value added) and high quality jobs.

3. Business Proposition and Perspective

Led by strong sustainable businesses, success will be measured in terms of business growth.

What's our aim?

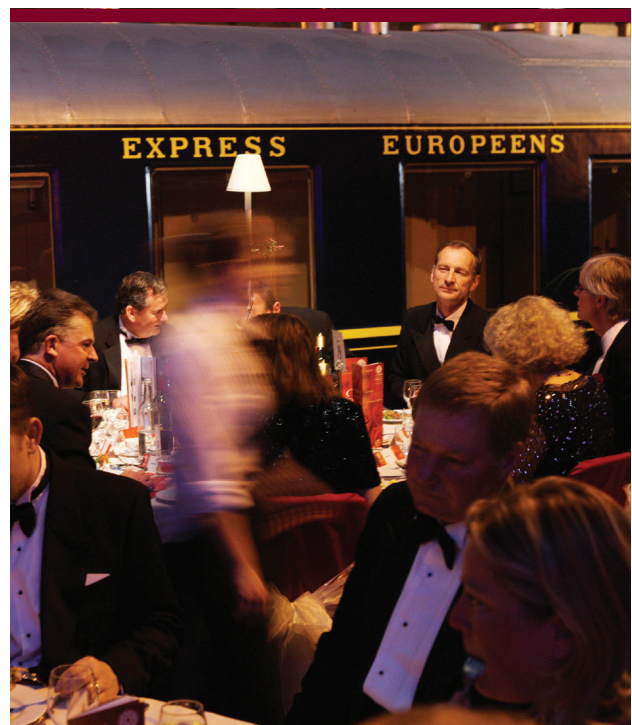
Our aim is ambitious but realistic. Starting from our current baseline and working through co-ordinated sector action plans, we believe we can deliver **a doubling of the value of tourism to the economy**. This means a £1billion industry creating an additional 2,000 high quality jobs.

How will we do this?

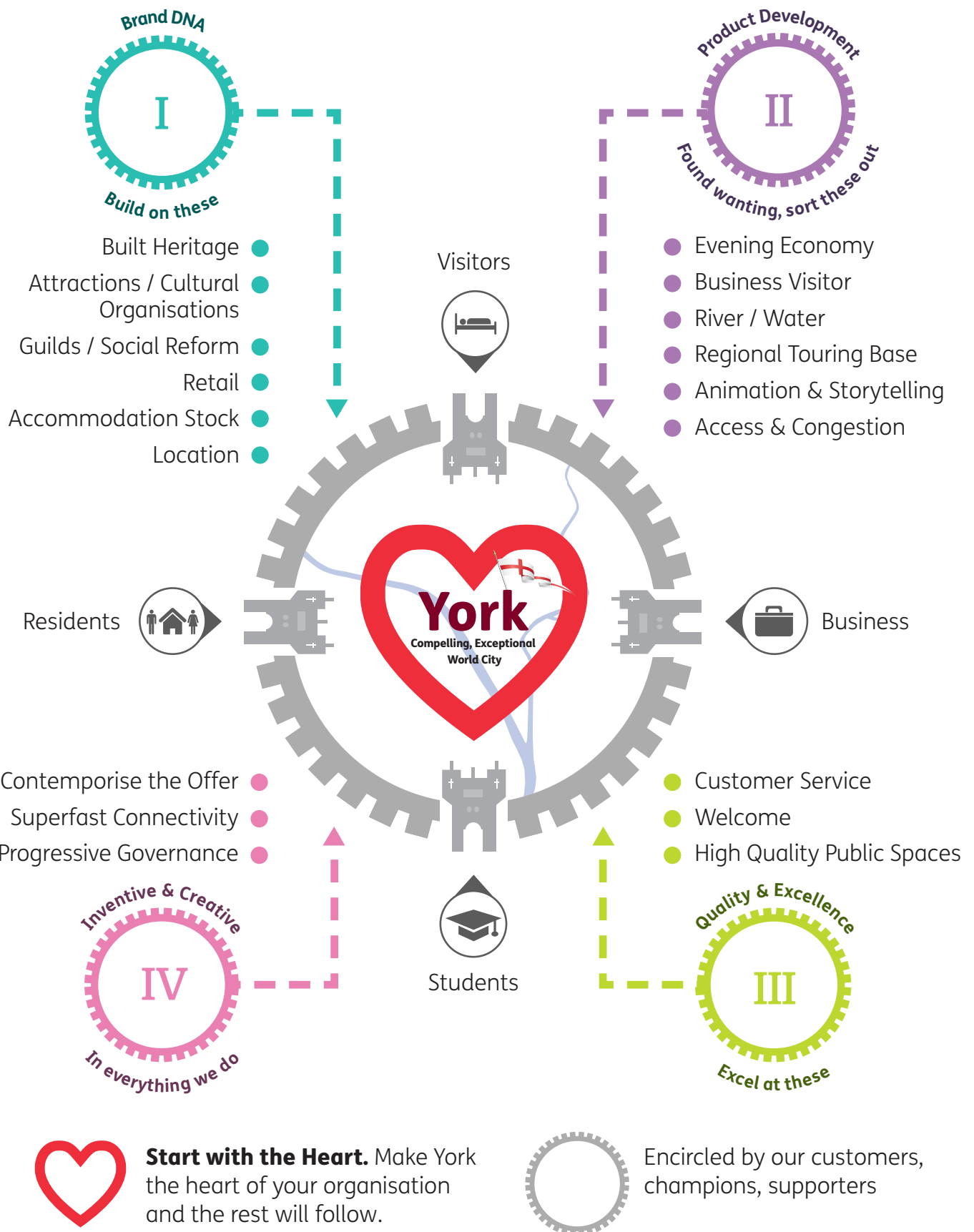
It's all about customers and there will be different approaches for each market segment.

We will:

- ▶ Tackle seasonality
- ▶ Encourage more business visitors for conferences and meetings
- ▶ Extend length of stay – both business and leisure customers
- ▶ Increase spend of domestic day and staying visitors
- ▶ Increase overseas leisure and business visitors



The Approach



Some of your suggested actions

Brand DNA

Build on these

- ▶ Re-focus on aspects of the visitor offer that can be promoted as new visitor attractions in their own right such as the city walls and street markets
- ▶ Make known York's distinctive character:
 - ▶ 2,000 years of history
 - ▶ World class attractions
 - ▶ Eclectic mix of independent retail and high street brands (fully integrating retail into the tourism offer)
 - ▶ Vibrant festival programme
 - ▶ Sustainable walking and cycle friendly city
- ▶ Exploit York's unique mix of modern day and historic entrepreneurship and radical reforming traditions (e.g. the York Guilds, the Quakers, the Joseph Rowntree legacy)

Product Development

Found wanting, sort these out

- ▶ Grow the evening offer, for example, initiate a 'First Fridays' concept as the initial step in encouraging new entertainment choices
- ▶ Unleash the potential of York's contemporary offer – harnessing the innovation of our SMEs to make York the 'beating heart of the region'
- ▶ Prioritise the business tourism sector to position York as a world class destination, generating more conference and meetings bookings
- ▶ Address the January to Easter low point with new products such as a winter festival
- ▶ As a major driver of repeat business, focus on high impact events with a national / international profile that will create a quality, year round calendar
- ▶ Develop York's rivers for leisure and navigation, for example, Park and Sail, river trails, new access to the river and improved gardens
- ▶ Remove barriers to access by getting Park & Ride services running later with overnight parking, introduce pay on exit car parks and digital car park space information
- ▶ Position York as the key gateway and touring base for Yorkshire making it a one-stop shop of connections and easily accessible from the rest of the UK and Europe

Quality and Excellence

Excel at these

- ▶ Actively manage the visitor destination by bringing together the city centre, public realm improvements, investment in toilets, public art, lighting and way-finding
- ▶ Encourage 100% of York's tourism businesses to sign up to Smarter York to ensure the best quality public spaces. For example pavements outside premises are kept clean
- ▶ Create a 'York Welcome' with all businesses going out of their way to deliver exceptional customer service. By taking the lead from London 2012 we should recruit our own *York Makers* and offer the highest quality training for businesses

Inventive and Creative

In everything we do

- ▶ Be at the forefront with technology, especially mobile, social media, mapping, apping and geocaching - augmenting reality to bring the city to life and making the most of our superfast connections
- ▶ Challenge and support businesses to develop high quality products and attractions that establish York's cultural offer as truly international
- ▶ Develop new ways of ensuring visitors make the most of what's on in the city, for example, using digital screen technology and a re-packaged York Pass
- ▶ Develop creative marketing campaigns for consumers and groups



York's Tourism Strategy

Next Steps

To deliver the ambitions set out in this document, we must explore new ways of working together, underpinned by the following:



**Your input would be very welcome.
Please email your views to:
tourismstrategyfeedback@visityork.org**

Jane,
Lady Gibson

Chairman,
Visit York



City of York
Cllr. Sonja Crisp

Cabinet Member for Leisure,
Culture and Tourism

Improving Evening Culture Scrutiny Review

Information on Proposals for a New Marketing Organisation

The aim and outcomes

The aim of pursuing this new approach is to build on the city's strong quality of life, culture and people assets to attract more investment and visitors to the city – creating a more professional and dynamic approach to promoting and securing interest in doing business in, visiting and living in the city of York.

The proposed outcomes are:

- To deliver greater inward investment, and thus market share, for York in its key growth sectors, including those sub-sectors in which the city has a strength of assets, particularly life science – related industries, high-tech industries and business services
- To increase the value of the visitor economy through promoting innovation and higher quality in the existing offer and encouraging high value visitor economy investment
- To achieve a stronger coordination and promotion of the city's profile and cultural offering underpinning that profile

The principles

A new way forward is sought on the basis of the following principles:

- **A joined up approach to “Brand York”** – Although there is a need for different marketing strategies to different audiences, the new model will seek to coordinate those various “sub-brands” and strategies to align and work together to the overall “Brand York”
- **A joined up offer for business and visitors** – The new model will provide a truly joined up, professional and supportive front door for the city for visitors and business looking to explore what the city has to offer them. However, there are a multitude of agencies and organisations working in markets beyond the city every day, and it is recognised that a business or visitor should feel as welcome and get the right message at whatever point of contact they make.

- **Coordination not duplication** – the new model will establish a framework within which partners can come together to promote the city as a destination for living, working and visiting, and creating a coordinated offer.
- **The culture of the place is fundamental** – Culture, including the full spectrum of creative and cultural industries, including the heritage of the city, the arts, and innovation which is quickly developing in the city, is the city’s distinguishing asset and the golden thread that links both the visitor and business economy.
- **Commercial viability** – Whilst the Council and other public sector bodies may currently be able to support the activities envisioned in the new model, there is a growing recognition that the public purse is facing further constraints in future, such that any new model will need to develop commercial viability, partially in the short term but much more so in the future. This commercial basis can be derived from a number of income streams, several of which are explored later in this report and will be explored fully in the development of a new model.

From the outset the new model will deliver against the following remits:

Branding

- Develop and manage a **strong, clearly identifiable destination brand** that will help us to attract investment, talent, students and tourists. Engage all businesses and organisations as brand ambassadors along similar lines to what has been achieved with I Amsterdam
- Lead on a **proactive marketing strategy for the city** that will increase York’s share of domestic and international markets – both in terms of the visitor and wider economies

Culture

- **Attract / facilitate high impact, strategic cultural events commensurate with developing York as a world-class destination** - pulling in the cultural events function currently provided within the Council
- Coordinate and champion the development and delivery of a **city cultural strategy and ambition**, for the benefit of residents, businesses and visitors alike, including the development of a framework for monitoring performance and progress

- **Take a proactive role in “curating” a cultural programme that will deliver against the city’s cultural strategy**, directing strategic programmes and identifying key projects and partners to deliver them

Business and Leisure Visitor Economy

- Deliver an exceptional world-class service for leisure and business visitors using digital, telephone and face-to-face **communication**,
- Establish a joined-up approach to **product development** involving tourism, cultural and leisure businesses to generate investment in the city
- Deliver a city-wide approach to **lead generation for conference activity** –creating a “York sales team” to win convention and meetings business and resourcing a full conference desk support service
- Provide a **city-centre management function** to ensure the best quality environment for visitors, residents and businesses

Business development

- Where appropriate, coordinate **support to and encourage innovation with businesses** through local, regional and national partners
- Provide **proactive lead generation in inward investment** for the city, acting as a first point of contact for interested businesses, investors and developers looking to invest in or locate in the city.
- Scope and engage with **potential new domestic and international markets** for the city of York to target for business opportunities and connections – whether inward investment, joint venture or other such opportunities.
- **Provide sector intelligence** to the Council and other partners shaping public and other services for business.

This will be a **highly proactive, private-public sector led approach** fitting with the York Economic Partnership’s aim to create the environment for business growth. It will sit alongside the proposed joint venture for development, which will target the establishment of the hard infrastructure – sites and physical infrastructure, including roads, rail, digital and energy provision.

This page is intentionally left blank

York Consortium Refresh York Project

Information on 'York Red Letter Nights' Indicative Programme

Imagine you are visiting York some time in 2015.....

The York Consortium has devised these possible scenarios following the principles and values of Refresh York. They show how we will engage a range of visitors in contemporary culture, from the first time visitor who knows little about the city, or the determined cultural tourist wanting to dig a little deeper, to the business visitor with time on their hands, and the potential overseas city-break visitor scanning what's on online. In general these events, which may an hour or two and take place once, or be repeated nightly for a week, will be free of charge and take place in public or easily accessible places, and will bridge the gap between the major attractions closing and evening entertainment starting.

January

You, your partner and your daughter are staying with your brother and his wife, a not quite annual event. But this time is different. Your brother suggests a Red Letter event later that day might interest you, as it digs into York's past and promises to show it in a new light. As part of the annual Residents' Festival the Red Letter people have brought together the Rowntree Society, with its archive of the lives and work of members of the Rowntree family who were instrumental in early studies of working-class life and poverty in the city, and a group of talented young artists studying at York St John University. In a dozen terraced houses in streets within walking distance of the City walls, short and inventive videos are being projected each evening in the front windows for those walking past to see. A trail – in print or on your phone – will take you to them, and introduce you to the creator of the video and tell you more about how to discover more.

March

You and your partner are in York for a 'culture and heritage' weekend during a trip to the UK that includes stops in Edinburgh and London. You have been meaning to go into the Minster as you want to see the East Window which can now be seen afresh following a £10m restoration programme.

With the Minster the National Centre for Early Music has organised a nationwide event to find the Renaissance Choir of the Year, and over two hours, as the Minster is closing, you do a 'choir crawl' around five churches in the city where five amateur choirs are each performing a work based on Revelation, the subject of the medieval glass in the East Window. You are amazed and inspired to find such a strong culture of amateur performance and tell all your friends about it. (York Minster and the National Centre for Early Music)

May

You are a business visitor staying at the new hotel in St Leonards Place, and you pick up a leaflet about the newly transformed York Art Gallery just along the road. You don't know much about modern art, their current exhibition, but you do like to stroll in city squares in the early evening. In Exhibition Square you are amazed to see that the De Grey Rooms seems to have been turned inside out, with its interior displayed on the front wall facing the new square. Meanwhile you can hear an intriguing sound coming from the grounds of Kings Manor, and as you follow it you realise that there are two further groups of musicians who are accompanying a pre-recorded sound installation, in Museum Gardens and in the New Gardens behind the gallery which can now be reached directly from the Square. You make a mental note that your city break this autumn will be in York and that you will spend a couple of hours in the Gallery. (York Museums Trust, Aesthetica and York University)

June

You and your family have just left the The Jorvik Centre and are walking up Coppergate when you see that The York Archaeological Trust has a display in an empty shop in the city centre giving a hands-on, and quite gruesome, view of the ways forensic archaeology is used to establish the causes of death from what could be very ancient remains and artefacts. Your teenagers are immediately fascinated and, as part of the display they watch one of nine short films which Aesthetica has commissioned through a competition connected to their Short Film Festival, dramatising the lives and deaths of the exhibition's subjects. You consider making a return trip in November for the Aesthetica Short Film Festival. One of your teenagers

considers applying for an undergraduate course in York. (Aesthetica, Screen Yorkshire and York Archaeological Trust)

September

You and three friends from work are ending a full day of sightseeing by exploring the display of historic railway carriages at the National Railway Museum when you spot that there is a free downloadable podwalk which adds an unexpected dimension. As you walk around the outside of the carriage, actors from York Theatre Royal give audio-performances of some of Shakespeare's sonnets selected for their resonance with themes such as joy on meeting and sadness on parting, that are embodied in these evocative interiors. You make a point of picking up a programme for the Shakespeare Festival happening later in the year. (National Railway Museum and York Theatre Royal)

October

You are part of a global online network of Cold War archaeology nuts. Following an online event listing you join a group of visitors in York, some of whom are interested in the period during and after World War Two, others in contemporary immersive theatre. Taken to a Cold War bunker outside the city at dusk, you are riveted by a dramatised reconstruction of imaginary events using the bunker's equipment and facilities had the bomb ever dropped. You immediately post a strong recommendation on your blog, on Facebook and Trip Advisor. (English Heritage and York Theatre Royal)

November

Walking across (car-free) Lendal Bridge at dusk in the direction of the station you see a figure striding – apparently – across the face of the tall office blocks on the other bank. As a cheer goes up from the balcony of the City Screen and the neighbouring bars you realise this is a piece of outdoor theatre and you, and others, stop to watch as it plays out. From the credits you see this is also playing on digital channel York TV. The man standing next to you recognises the piece from a trail on the welcome screen in his hotel room and volunteers information he has picked up from a piece in One & Other which he has also brought with him from the hotel. You book mark the channel on your iPad. (One & Other, Pilot Theatre and SCY)

December

You are a weekend visitor leaving the Minster as it closes, which you enjoyed even more because the choir seemed to be going through a rehearsal for a major event, but as you leave by the South Door you realise you can still hear the choir. It continues for another hour through a projection onto the nearby external stonework and, a while later the projection changes to a live stream of the bell-ringers practising changes. You decide that, instead of joining the stream of traffic leaving the Park and Ride as you had planned you will stay on an hour or two longer. Now that the buses run to the car park until later at night to accommodate the evening shoppers and theatre and cinema goers, you decide to go back to a restaurant which has just started opening with a longer menu in the evening. (York Minster and Pilot Theatre)

Improving Evening Culture Scrutiny Review

Feedback from Music Promoters & Music Venues in York

The Task Group agreed they would like to gather information from Music Promoters and Music Venues across the city and therefore agreed the following questions for circulation:

1. What time do you generally start your events?
2. What age group / categories do you generally cater for?
3. Have you considered running events that start earlier - If so, what were the barriers that stopped you?
4. Have you considered running events that would appeal to a different clientele - If so, what were the barriers that stopped you?
5. What incentives might encourage you to put on events that would fill the quieter time in the city centre between 5pm and 8pm?
6. Would you consider participating in promotions with other providers of attractions or accommodation to target the period between 5pm and 8pm?
7. How easy do you find it to advertise your events - Are there gaps in provision or are there ways that other organisations could support independent providers?
8. York supports a number of festivals. Do you find these a help or a hindrance to what you are offering? Are there gaps in provision, either of those that are currently run or any that might be possible in the future?

Response No.1

1. Around 7.30, although sometimes earlier or later
2. Most evening events are 18& as they take place on licensed premises and contain material that may be unsuitable for children. Have also run family friendly events e.g. at festivals
3. We have experimented with earlier starts, e.g. we ran a 1950s rock n roll night at The Duchess and started at 6 for a dance class. This was not well attended, and feedback from our audience told us this was too early and caused issues with people eating their evening meal etc. If only we could find a suitable venue to run a dinner show we could overcome this obstacle!
4. We are York's only producer of cabaret, variety and burlesque events. Have considered running family cabaret events, but as this is untried in

York and rarely tried elsewhere, it would be a big financial risk for us. We had some discussions with the Theatre Royal about their Youth Theatre being involved in something like this, but unfortunately it did not fit in with their schedule at the time. Venues are a big problem for us – we require a large enough, flexible space with cabaret seating– traditional theatre setting does not work for this art form and most other city centre venues are too small or much too expensive (e.g. Barbican) Adding in the practicalities of catering for a family audience makes this even more problematic. Last year we discussed a potential project with Dave Fleming which involved bringing a temporary venue to the city to create a space that could run family activities during the day and early evening, and more adult orientated cabaret, circus, spoken word and comedy events at a later hour. We had hoped that this might fit into one of the Tour De France cultural festival funding streams; however it didn't, so we have put this to one side for now whilst we investigate other potential sources of funding. We do think this is something that is currently missing from York's cultural offer and it's good that this consultation is taking place.

5. Support / partnership from another organisation or venue, that was mutually beneficial. Financial incentives, e.g. reduced venue hire rate, guaranteed support with marketing / linking in with other events to raise profile. We have lots of ideas and are open and flexible but we need suitable venues and as a completely independent organisation which receives no public funding, there is a limit on what we can afford to experiment with.
6. Yes
7. Very difficult and time consuming. We cannot afford to pay for advertising so make the most of 'free' marketing opportunities. We spend many hours persuading shops and businesses to display our posters and flyers, brokering deals with other promoters to cross promote, writing press releases, adding it to many listings sites and constantly updating social media. York would really benefit from a single, comprehensive listings service or publication as exists in many other cities. Also, finding some way for smaller independent providers to work with the larger cultural organisations – even if it was just allowing us to put flyers in their foyer etc. We are always happy to support other businesses in the same way. Any way of facilitating networking between providers would also be great – have attended a few events such as YTR's Break Out event and events connected with Yorkshire Cultural Festival, but they seem to fizzle out. There seems to be a disconnect between the major arts organisations and the smaller creative organisations, and we don't seem to fit in anywhere so do sometimes

miss out on opportunities – I find it interesting that we have been included on this mailing list alongside other promoters who produce music events!

8. Hindrance where they should be a massive help. We would really like to link up with events in the city more. We have tried e.g. last year's chocolate festival, we programmed a chocolate and sweet themed cabaret event and contacted several related businesses, offering them free advertising on our website and posters plus a stall to sell their wares at our event. Despite this all being agreed far in advance and in writing, they all let us down on the day for various reasons. The event was a success from our point of view but we did have to explain to our audience why there was no chocolate to purchase at our chocolate themed show in a chocolate city!!! I definitely think York's festivals could make more of us 'independent providers', who are often creating the more unusual and cutting edge entertainment in the city.

Response No.2

1. 7.30pm
2. 14 - 55
3. Nobody really comes to gigs earlier than 7:30pm unless a matinee show and even then it has to be special.
4. I do shows that appeal to all the live music fraternity but always interested in options.
5. Sponsorship or underwriting losses.
6. Yes
7. Need official poster boards in the city centre, properly regulated and kept clean and presentable like in Leeds.
8. There is only so much money to go around at the moment!

Response No.3

1. 8.30pm and 1pm on a Sunday.
2. 18+ and all ages on a Sunday.
3. I have considered it but it's not possible as musicians cannot get their equipment in to the city centre due to the driving restrictions.
4. No.
5. Access for entertainers in to the city centre to unload equipment for performances.
6. Not at the moment due to the above reason.

7. We do our own advertising through the website, mailing list, Facebook, twitter and flyers. Visit York have been helpful in distributing flyers. We find our current advertising methods to be successful.
8. We are glad that there are plenty of festivals and they certainly don't hinder our events. We want York to have as much entertainment and culture as possible. As a jazz promotion group, we would like to arrange a jazz festival for the city.

Response No.4

1. 7.30pm
2. Evening concerts are generally aimed at adults.
3. We promote events earlier in the evening as part of the summer festival
4. Yes of course – what stops us - finances!
5. Subsidy
6. Yes
7. -
8. We run the York Early Music festival in July each summer, this 'package' of events gives us much more freedom as the core of our audience stays in York throughout.

Response No.5

1. In general most events I have run historically start around 7pm - however we do have some afternoon gigs and world music events and have a bit more freedom. When running events at The Duchess and Fibbers there are strict restrictions in place around making noise before 5pm which hampers any afternoon events there as sound checks take about 2 hours and so events can't usually start before 7pm. At the Fulford Arms there are no noise restrictions and work with our neighbours to manage any issues but still tend to start gigs about 7pm in general
2. We are open to all ages but tend to be in the range 18 – 50. We put on a wide range of bands and music tastes.
3. When running events at The Duchess and Fibbers the main barrier is the offices above and managing complaints about noise during office hours from the businesses. At basement there are again noise issues with neighbours. At the Fulford Arms there are fewer barriers but in

general people tend to be at work until 5pm midweek. We are happy to look at all day events on weekends though, but again there are extra production costs due to staffing sound engineers etc for all day rather than a few hours.

4. Yes we cater to a broad range - the main barrier is promoting the events to the right people easily.
5. The obvious answer here is financial but that is not really the solution as you will end up with rubbish promoters putting on rubbish shows. The main incentive would be council support and production facilities. Since the removal of the toilets on Parliament Street this area has mainly been used for markets and not for any real entertainment events. The priority of markets over entertainment has killed this area. In my experiences of liaising with the Council when DV8 has tried to use outdoor spaces it has been difficult. There are certain production companies who are favoured by the Council and if you don't use these companies then events may not happen. Also there are a number of different areas you have to liaise with including the markets offices.

Actually looking at financial situation is difficult to justify the expense of putting on events in the city centre. Due to the open nature you can't charge entry fees so making revenue from the events has to be reliant upon selling advertising space, loss leaders for events at your venue or selling goods.

When we have looked to use areas in the city the costs for the space is high and there is no way to make money back from the events. Buskers have products they can sell so can justify the cost and effort but for venues it is a bit different.

In previous years i wanted to run an outdoor event on Parliament Street as part of the festival just to raise interest. We were unable to get an area in town due to the markets and when we looked at Tower Gardens there were massive flood risks and production costs were too high.

6. Yes - I have worked with most of the promoters in York over the years and always happy to do so again
7. Advertising - this is a particular place i would like to help out - In York there are some good things and some bad - Distribution of free media -

It's great that we can flyer without a licence in York and most who distribute flyers are good and collect any litter. Poster distribution - this is horrendous in York but it is an area that I would be very interested in working with

Generally in York you can distribute posters but they have to go in private business premises - There is nowhere in York where events can be advertised on council property or council run notice boards. In Leeds the Council worked with POPart and Frontline to get poster barrels which were placed on council land and thoroughfares but were maintained by a private poster distribution business.

I know that they and I would be very interested in doing this in York and offering a solution to how to let people know about events whilst in the city. Yes online is good, and some people read the press or tourist information brochures BUT the easiest way to let someone know about an event is if they see a poster in the street and it always will be.

It would require some investment in designing poster barrels/boards in York and possibly also working with the empty shop window things that have been done by the council but this would be prime advertising space and would help numerous small promoters as well as the big ones and would also get rid of fly posting

FLY POSTING is not a big issue in York especially when you look at other cities but there are certain promoters - particularly the circus and irregular events which do fly post. BUT they don't seem to be prosecuted - there needs to be a real incentive not to fly post and also there needs to be an alternative such as poster barrels

Please do talk to me further about this as I do know a number of people who would be happy to work with the Council on this.

There is also no gig listing magazine distributed in York - instead there are a few magazines like one and other/ press / circulation/ the link but nothing for York.

A friend of mine has tried this but found it very difficult to get distribution again this is something that could be a quick fix and happy to help with but also needs to cover all venues from the pubs to the barbican

8. I am sorry to say that I would disagree with this statement unfortunately. From my experience of running an award winning metropolitan festival in York we found it very difficult to get support without having to pay a premium for it. Advertising using council facilities such as the lamppost signs and in council publications is very expensive particularly for small promoters and tends to not reach the right crowds.

DV8 has been running since 2010 in York but has very rarely been picked up by the council or mentioned despite trying to work with both the council and Visit York. This is not a complaint by the way. In York where tourists are key a festival which brings in 2000 people during the summer doesn't make a massive difference but the focus tends to be on events like Jorvik and the food festivals which can generate revenue easily , whilst other events like the festival of traditional dance and early music festival get little mention.

York is known from its history but unfortunately it's musical culture is not celebrated as much which is a shame - We have loads of live music venues providing entertainment but they tend to lose out as the focus is put on the barbican, theatre royal and opera house which have larger capacities.

I hope you can see from the length of this email that I am passionate about both entertainment and York and would love for this City to have a great support structure to help put on great events and make it a cultural hub for the future.

We need to support local bands and artists providing them with a way to get heard, we need to support venues and good promoters and make both tourists and residents aware that there is a lot to offer in York at all times of the day and to help fill the gaps in the day by working with businesses and I am really glad to see this happening here.

Response No.6

1. 7.30pm - except during festival periods or where there is a partnership event with guaranteed footfall
2. General public 12 - 90 interested in top quality jazz and world artists
3. Not in York as we do not have the partnerships to do so - in Hull - yes regularly

4. Yes - however budgetary restrictions need to be considered
5. Fully backed and marketed festivals that encourage footfall into City Centre. Or focus on events in York's hidden buildings for example
6. If financial conditions were right - sure!
7. We are dependent on York Theatre Royal marketing support and York Press (Charles Hutchinson is a huge cultural asset to York) - however we find it difficult to access a fully joined up marketing offer for culture within the city
8. Well, I feel that York's Festival strategy is flawed - there is no real cultural overview to the city's offer - it is left to individuals to fight for space. We are part of the Hull 2017 UK City of Culture and the development of Freedom, which are examples of fully joined-up City offers for Culture.

Response No.7

1. Between 7pm and 8pm.
2. 14 upwards
3. Due to noise restrictions from our neighbours we are unable to start events earlier
4. Yes. Lack of financial backing and marketing tools have always prevented this.
5. We would be unable to put events on during that period of time due to sound checks, noise restrictions etc.....
6. Not at this stage, no.
7. There is very little space to advertise events in terms of displaying posters and flyers around the city. Some independent places take flyers and posters, but these are very few and far between. Advertising an event is limited and therefore quite difficult to promote effectively. It would be helpful if there were more places where we could display posters, and more free listing opportunities.
8. I think the festivals work both ways. In terms of them being a help, they promote awareness of local events, venues and local artists. And in terms of being a hindrance they often drive acts/audiences away from the venue around festival season, making it harder to book acts and attract a good sized audience.



Corporate and Scrutiny Management Committee

7 April 2014

Report of the Policy, Performance and Change Manager, Office of the Chief Executive

York After Five**Summary**

1. This report provides additional evidence to assist with the work on the ongoing corporate scrutiny review of York's evening economy. Members are asked to note the contents.

Background

2. The development of policy is currently under the spotlight, and the council's policy processes are being reviewed in order to ensure that:
 - Key questions affecting the city are addressed.
 - The council opens up the policy process at all stages to residents/partners and others.
 - There is a constant focus on outcomes.

Defining the Problem

3. The evening economy is one of the most important elements of York's local economy. Bars, restaurants and clubs together provide 6.9% of city-centre employment, and contribute almost a quarter of a billion pounds to the city's economy - £220 million in direct spend, which with the multiplier effect amounts to £300 million per annum (the multiplier effect being the additional increase in spending indirectly associated with an initial spend, for example the amount spent on wages for staff leads to those staff spending wages in the city's economy).
4. The below table shows the importance of York's late night economy compared with other places. York has the second-highest reliance on the evening economy for employment in the UK, second only to

Bournemouth, and well ahead of cities such as Edinburgh, Sheffield and Manchester.

Area	Total in Employment in "Evening Economy" sectors (2012)	Proportion of total in Employment in "Evening Economy" sectors (2012)	Percentage point change since 2009
Bournemouth	6900	8.9%	-0.3%
York	6700	6.5%	0.6%
Brighton and Hove	8000	6.3%	0.9%
Bath and North East Somerset	5000	5.8%	0.4%
Edinburgh, City of	18100	5.6%	0.1%
Cheshire West and Chester	8300	5.5%	0.8%
Liverpool	10600	4.6%	0.3%
Norwich	3900	4.5%	0.3%
Plymouth	4800	4.4%	0.0%
Glasgow City	16600	4.3%	0.2%
Oxford	4500	4.3%	1.0%
Cambridge	3700	4.1%	0.6%
Aberdeen City	7200	4.0%	0.4%
Bristol, City of	9200	3.9%	0.4%
Birmingham	15300	3.2%	0.2%
Leeds	12700	3.1%	-0.1%
Nottingham	6000	3.0%	-0.2%
Sheffield	7300	3.0%	-0.1%

Source: Business Register and Employment Survey 2012

- The percentage of employment in the evening sector is increasing, whereas in some other cities (e.g. Leeds) the level is decreasing. York has long been a popular destination for day-time visitors, but there is an increasing focus on converting day visitors into overnight stays, given the difference in comparative spend.
- According to recent statistics from Visit York, annual visitor spending is up by £163 million from £443 million to £606 million. Visitor numbers have remained constant at 7 million – an estimated 6 million leisure visits and 1 million business visits. Overnight visitors account for the lion's share of the value of tourism, contributing £399m compared to £207m from day visitors (66% v 34%).
- The previous strategy for the Night Time Economy was written in 2007, with a particular focus on tourism. This strategy is now due for revision,

and in light of Visit York's work on increasing the visitor economy, the emphasis of this revision has been on capturing the views of residents.

8. At the same time, we have examined factors that might work to prevent evening economic activity, in particular the role of anti-social behaviour. CYC is a member of a working group known as AVANTE (Alcohol, Violence and the Night-Time Economy) which operates in conjunction with the police to develop policies to mitigate the effects of alcohol-related anti-social behaviour in York. An update on the work of AVANTE was provided for this Committee's consideration at its meeting in March 2014, in support of the ongoing corporate scrutiny review.
9. York has a dense concentration of licensed establishments within the city walls, and while this has attracted people to the town centre, the proposals are now to create a Cumulative Impact Zone (COZ) to maintain a balance in the city centre.
10. York's community safety statistics are better than many of its comparator group (note that violent crime is used as a proxy indicator for alcohol-related disorder; lower number of crimes is better):

CSP	Violent Crime 2012-13	Population	Per 1000	Rank
Norwich	3156	134264	23.5	26
Hull	5678	257204	22.1	35
Cardiff	6166	348493	17.7	62
Oxford	2546	152527	16.7	73
Leeds	10819	757655	14.3	121
Cambridge	1722	125155	13.8	130
Newcastle	3855	282442	13.6	133
Bath	2402	177643	13.5	137
York	2485	200018	12.4	159
Canterbury	1763	153399	11.5	185
Sheffield	5646	557382	10.1	218
Winchester	1182	117702	10.0	223
Durham	4611	514348	9.0	249
City of London	778	7604	102.3	1
City of Westminster	9989	223858	44.6	2
Blackpool	4710	141976	33.2	3
Tewkesbury	432	82984	5.2	324
South Cambridgeshire	775	151068	5.1	325
North Kesteven	445	109263	4.1	326

11. The highest scoring (worst for crime) areas (i.e. City of London = 1) as well as the lowest scoring areas (North Kesteven = 326) are included for comparison.

Setting the Agenda

12. Any strategy on the late night economy should aim to:
- (a) Grow the value of the night time economy in York; and
 - (b) Address the impact of the late night economy (including antisocial behaviour, perceptions of antisocial behaviour and public health).
13. In July 2013 Corporate Scrutiny Management Committee agreed to undertake a cross-cutting corporate review of the evening economy, with each individual scrutiny committee selecting their own topic based on their individual terms of reference.
14. Initial findings brought the understanding that the evening economy consisted of three distinct time zones: 5-7pm, 7-11pm, and 11pm – 6am (or early, mid- and late evening). Key to capturing the day visitor and keeping working residents within the city centre is the early evening time zone - a lack of reasons to be in the city centre in the early evening leads directly to lack of footfall.

Consultations

15. A series of consultations was held between November 2013 and February 2014, and these have been summarised in the table below.

Survey	Type	Date of survey	Topics covered	Number of responses
Residents – open to all	Online questionnaire	Nov 2013	Wide range of questions on evening economy, including open questions on improvements	469
Residents' Talkabout Panel - Focus Groups	Discussion	13 & 25 Nov 2013	Motivating and deterring factors for visiting the city, improvements	13

Staff Drop-in sessions	Discussion	13 Jan 2014	Motivating and deterring factors, improvements	83
Pub Watch members	Discussion & subsequent interviews	28 Jan 2014	Motivating and deterring factors, improvements	12
Cumulative Impact Zone extension	Online	Jan/Feb 2014	Proposal to extend CIZ to include Swinegate/Fossgate	1

16. The first was held at the request of Scrutiny, to inform their reviews, and subsequent consultations have been held to investigate individual aspects of the evening economy. The questions in the residents on-line survey were designed to support the work on the individual scrutiny reviews (except Health) focussing on four main areas of review: cultural opportunities in the early evening, retail opening hours & transport, anti-social behaviour and street cleaning.
17. In addition two focus groups with residents were undertaken using our Talkabout panel. Invites were sent to 250 members of the panel with 22 agreeing to take part in focus group sessions. These ran in the early evening in November 2013, although numbers attending were lower than expected. Those who could not attend were encouraged to complete the online survey. Lack of numbers and timescales meant only two focus group sessions were undertaken.
18. As a large proportion of staff are also York residents or could be interested in the issue, a staff drop in session was run in January 2014. This was advertised in buzz, the staff newsletter, via the intranet and with flyers distributed through West Offices.
19. Comments made by staff as part of the staff drop-in sessions are attached as Annex A. Staff had similar concerns to those expressed by residents, with the addition of concerns over late night working.
20. Discussions were held with members of the licensed retail trade, via Pubwatch, the local trade body, and via individual interviews. The issues of transport and parking were frequently mentioned, since pub and restaurant staff also depend on these, and a need for better advertising of late night parking (and the costs) was identified. Other comments included the significant damage that the recession has done to the 5-8 trade.

21. The Cumulative Impact Zone proposes to extend the area in which further licensed premises may be limited, to cover the Stonegate/ Swinegate/Fossgate areas. There was little response from the public on this issue.
22. There is already some work ongoing in York to address the main areas of concern identified by the consultation responses (as listed above in paragraph 18):
23. Cultural opportunities
The issue - A large number of those surveyed regretted the lack of early evening cultural events and late opening of museums and visitor attractions. This has led to day visitors leaving the city between five and six, rather than staying on, and then subsequently going to the theatre, out for meal or similar. However, 72% of survey respondents said their visit to city in the evening included cultural reasons.
24. Existing work in this area includes the following:
 - Visit York has adopted a new visitor strategy, which includes the promotion of York as a year-round city, using the many festivals in the city as part of the strategy.
 - This year in particular there is a programme of events leading up to the Tour de France. The Guildhall is being developed as centre for digital arts, and could form suitable venue for early evening digital arts events.
 - The WoW partnership is looking to embed cultural strategy within economic plans.
 - Reinvigorate York is improving outdoor spaces currently used as open-air performance spaces, such as King's Square.
 - One of the projects included in the Reinvigorate York programme is the proposed pedestrianisation of Fossgate, bringing new areas into footstreets zones.
 - A review of markets, and the potential for evening use of the Newgate Market space.
 - The development of the Guildhall as a centre for digital arts could include space for evening cultural events.
25. Retail
Define the problem: The majority of city centre retailers close between 5pm and 6pm in the evening. For those who work in the city, and leave their offices at 5pm or later, this means there is no opportunity for evening shopping. For those visiting the city, 5pm is too early to go for a meal, and therefore many visitors leave the city at the time when retailers

(and visitor attractions) close. In order to retain visitors, a closer alignment of retail hours with the evening economy would assist. The lack of options that did not involve alcohol was identified, in particular the lack of an early evening coffee culture.

26. In addition, respondents reported that there is little consistency between opening hours in an area of the city, with adjacent shops having different closing times. Previous late-evening closing hours have had mixed success, with issues such as lack of publicity, and poor alignment with public transport, being cited as factors.
27. Setting the agenda: 89% of survey respondents said they would stay in the city if shops were open later. This question was explored further in focus groups, and it became evident that there was a lack of knowledge about opening times, as well as a lack of consistency between retailers in a given area (in comparison to out-of-town centres, where it is common for retailers to stay open later).
28. Existing work in this area includes the following:
 - Development work in the Micklegate Quarter, including a memberships scheme, retailer discount, work on attracting new businesses, including new cafe;
 - The Markets strategy is under review to increase offer/ positioning/ footfall, aligned with investment through Invigorate York
 - A commercial study has been commissioned to look at overnight accommodation needs for the visitor economy;
 - TSB award application for digital innovation in the high street
 - Fashion City York – events scheduled for May.
29. Transport
Define the problem: The survey identified two major areas of transport concern. One was the availability and cost of parking, and the other related to the availability and cost of buses. For many York residents these are the key means of access to the city centre.
30. There are inconsistencies in opening times for council-owned car parks, with some city centre car parks closing early: for example, Piccadilly closes at 18.30, Castle Mills at 20.30. For those using the Park and Ride sites, the last bus back is at 20.05, and therefore this discourages workers in the city from staying late, as they will need to leave to retrieve their vehicles.
31. Car parking fees are currently under review, as is the issue of pay-on-exit barriers. A trial pay-on-exit barrier is expected to be installed at a

pilot site, but the cost of doing so means that the effectiveness will need to be tested before further roll-out.

32. Existing work in this area includes the following:
 - work with the Quality Bus Partnership, including activity to make bus fares more affordable via through-ticketing and weekly tickets
 - investigating the use of different media for ticketing such as smart phones or smart cards
 - bus interchange works
 - bus network review
 - itravel – increasing awareness of different modes of transport and their availability
 - footstreet hours being extended, with the area extended to Fossgate as part of the Reinvigorate York proposals, to make walking an attractive option.

33. Anti-Social Behaviour
Defining the problem: A high percentage of people had experienced anti-social behaviour, and overall 25 per cent said that this would affect their decision to visit the city centre in future. This rose to 34% among the 36-45 age group, which is a key age group for families.

34. An area of particular concern from a health point of view was the number of people attending the Emergency Department at York Hospital in a state of intoxication, increasing waiting times and limiting availability of medical resources.

35. Setting the agenda: Survey comments included perception that most antisocial behaviour comes from on stag and hen evenings and events at the race course, and inadequate monitoring of licensing laws, while there was a desire to see a visible police presence and for trains to and from the city to be monitored. However postcode data collected from the hospital showed the majority of those attending had YO postcodes.

36. At present an extensive programme of work is under way via the AVANTE partnership, with key deliverables including the reduction of violent crime and criminal damage in the Cumulative Impact Area, the introduction of the NightSafe radio system between night time services, and examining the case for the banning of sales of super-strength alcoholic drinks.

37. The crime statistics show that the student nights out on Wednesdays have little impact - the majority of reported incidents of the type used to record anti-social behaviour occur on Fridays and Saturdays.

38. Street cleaning was also an area of concern, and further work is required to better understand the constraints around collection of waste from city centre businesses as highlighted by the Community Safety Scrutiny Review.

Lessons learned from elsewhere

39. The policy team has reviewed work on the evening and night-time economy at other local authorities, paying particular attention to those with similarities to York such as being a centre for tourism, having a strong university presence or being a Yorkshire & Humber sub-regional centre.
40. In particular, we found that Edinburgh had carried out an in-depth review of its evening economy in 2010, which led to an increased emphasis on working in conjunction with tourism-related businesses to cross-promote evening entertainment. The Edinburgh Tourism Action Group (ETAG) brochure from 2011 is attached as Annex A.
41. Some local authorities have applied for “Purple Flag” status, which is a quality kitemark for evening safety, and also assesses a range of criteria including appeal, attractiveness, cleanliness, and culture. In the course of accreditation, cities need both private and public sectors to work together to promote a safe environment.
42. The cities that successfully achieved Purple Flag status said they had found it achievable largely because they had already worked together in setting up a Business Improvement District (BID). Therefore it would be worth investigating the feasibility of establishing a BID for at least the area covering the town centre prior to considering an application for Purple Flag status.
43. Examples of good practice that have had a positive effect and may be transferable relating to the evening economy (some of which have been funded by BIDs) include:
- Norwich’s “Head Out Not Home” campaign, aimed at workers in the city
 - Norwich has set up a “Norwich Evenings” Facebook page as the official source of information for evening entertainment, where other Facebook users can post details of their events
 - Oxford’s “Alive After Five” campaign included work with retailers to extend opening hours in the city centre, and an increase in evening

bus services (including the Park and Ride to 11.30 pm on Fridays and Saturdays)

- Hull undertook a review of city centre street lighting, increasing lighting in certain areas to improve perceptions of safety
- Colchester has a non-profit volunteer initiative called “Slackspace” that uses empty premises as community art spaces, some of which are open in the early evening to capture the post-work visitor.

44. A full list of Purple Flag cities is attached as Annex B, together with a table summarising the main issues from comparator cities.

Equalities

45. Both CYC research and experiences from elsewhere show that in addition to individual initiatives, there is a further issue to consider, that of equalities and in particular disabled access to city centre premises in the evening.

46. CYC currently works together with the website DisabledGo (<http://www.disabledgo.com/>) to help ensure that city centre premises are assessed for accessibility. By accessing the website, it is possible to check for a variety of accessibility levels.

47. So for example, should potential proposals to extend certain car park opening hours be adopted, this would have the effect of increasing accessibility to the areas of the city served by these car parks.

Options

48. Not applicable.

Analysis

49. The analysis is contained in the content of the report above.

Council Plan

50. The evening and night time economy is of importance to the Council Plan priority “Grow the economy”.

Implications

51. There are no known implications associated with the recommendation in this report. Any implications associated with the recommendations

arising from the corporate scrutiny review will be identified and addressed in the review final report when presented to Cabinet.

Risk Management

52. Not applicable.

Recommendations

53. Members are asked to note the contents of the report as part of their consideration of the evidence supporting the Night Time Economy Corporate Scrutiny Review.

Contact Details

Author:

Helena Nowell
Policy and Performance Officer
Office of the Chief Executive
01904 551746

Senior Officer Responsible:

Phil Witcherley
Policy, Performance & Change Manager
Office of the Chief Executive

Approved **Date** 28 March 2014

Wards Affected:

All



For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Edinburgh Tourism Action Group (ETAG) Report

Annex B – Purple Flag Map & Table of Issues from Comparator Cities

Report Abbreviations:

AVANTE	Alcohol, Violence and the Night Time Economy
BID	Business Improvement District
CIZ	Cumulative Impact Zone
CSP	Community Safety Partnership
CYC	City of York Council
ETAG	Edinburgh Tourism Action Group
WoW	Without Wall Partnership

This page is intentionally left blank

Business Opportunities: Edinburgh At Night



Contents >



1	Introduction	3
2	Enjoying Edinburgh's nightlife	4
3	What are visitors looking for?	8
4	Opportunities for businesses	11
5	Links and other resources	15
6	Next Steps – What are you going to do?	16

“Edinburgh's nightlife is a key part of the overall visitor's experience in the city. Restaurants, authentic local pubs, music venues, nightclubs, theatres, evening walking tours and late night shopping are all part and parcel of the visitor's experience when they come to Edinburgh. Whether or not your business is in one of these, you can help ensure your visitors have great nights out while they're here. This guide is full of collaborative ideas on how you can work with other businesses to create a joined up experience for all our visitors, whilst benefiting your own business at the same time.

Robin Worsnop, Chair, ETAG



Did you know?

There are five other guides about different aspects of Edinburgh tourism, which may complement some of the information you find in this resource. *Tourism in Edinburgh – Key Figures*, *Edinburgh – A World Heritage City*, *Delivering Visitor Experiences*, *Edinburgh's Festival Visitors* and *Edinburgh's Calendar of Events 2011* are available to download from www.etag.org.uk.

>1 Introduction



If you were to stand at the top of Calton Hill in Edinburgh in the evening, you would look down on a vibrant scene of bright lights and all the action of a buzzing city nightlife. Millions of visitors flock to Edinburgh each year to enjoy the famous historical architecture and boutique shops; these same visitors are also looking for enjoyable experiences in the evening as an integral part of their trip. In fact, some visitors come here for the *primary* reason of enjoying the nightlife – whether that be a pint in an historic pub, a special theatre show, or one of Edinburgh’s famous ghost tours!

Whether or not your business offers things to do in the evening, visitor expectations include finding new and exciting evening experiences – so what can you do to make sure that happens? The information and tips in this guide will help you determine how to use Edinburgh’s nightlife to add value to your visitor experience and grow your business. By giving your visitors information about evening activities that they will love, and by packaging your services with others to promote new offers, you can improve your own bottom line.

What is Edinburgh’s ‘Evening Economy’?

Edinburgh’s Evening Economy refers to any type of business that profits from visitor spend in the city in the evening.

For example:

- > accommodation providers
- > restaurants and cafes
- > pubs and clubs
- > theatres and cinemas
- > casinos
- > takeaways
- > banqueting and corporate entertainment venues
- > museums and galleries
- > evening walking and other tours
- > festivals and events
- > shops open late
- > leisure attractions such as ten-pin bowling



Edinburgh’s Evening Economy is particularly lively and includes a number of experiences aimed specifically at the visitor market, such as evening city tours. Edinburgh’s dining experiences are also an important part of the city’s appeal for visitors, and the lively pub and club scene, partly sustained by the large student population, also contributes to the energetic vibe.

Why you should provide evening entertainment options for your visitors

- 1 The quality of Edinburgh’s evening offering will influence whether or not visitors come here in the first place (so make sure you tell them about it in your promotional materials)
- 2 You will give your visitors a well-rounded experience of the city, which will increase their enjoyment and encourage them to come back
- 3 It is an excellent opportunity to cross-promote: if you primarily trade in the evening, then you can work with other evening businesses to market to customers; if you primarily trade during the day then you are broadening your marketing opportunities into a new sector

> 2 Enjoying Edinburgh's nightlife

In 2008, there were a total of 1,611 Evening Economy businesses in Edinburgh. Of these, just over 40% were located in the city centre, which shows that, **although the concentration of evening entertainment is in the centre, other parts of the city also have a lot to offer.**

As you would imagine, accommodation spend makes up the largest single part of the city's tourism trade in the evening. However, businesses providing food, drink and entertainment have an equally important part to play, and Edinburgh is not short on options...

Theatres

Edinburgh is famous for its theatre scene and over four million tickets are sold for performing arts venues in the city every year. The wide variety of venues attract a year round programme of events, spanning from ballet to contemporary dance, Shakespeare to new Scottish writing, West End musicals to local productions. Businesses can use Edinburgh's assortment of performances and theatre events as a tool to market themselves to visitors.

If you would like to collaborate with a theatre in Edinburgh, they may be able to offer discount packages and group sales for you. The terms can vary from show to show, so it's best to get in touch with the box office or marketing manager for more details.



Cinemas

As well as the national multiplex and chain cinemas, Edinburgh is also home to a range of independent filmhouses around the city, such as the Filmhouse, the Cameo Picturehouse, and the Dominion Cinema. They are very popular with locals and have bags of character and history, so they could provide a distinctly 'Edinburgh' evening experience that would delight your visitors. The screening schedules are usually prepared one month prior, so get in touch to find out if you can collaborate to offer enticing last-minute packages

Sing for your supper

Sydney Opera House has demonstrated how collaborating with other businesses can add value for your visitors. By working with local restaurants and accommodation providers it has been able to provide visitors with an all-inclusive experience – their package offers a range of casual and fine dining restaurant options to suit different needs and tastes, and all within easy walking distance.

If you run a theatre, perhaps your theatregoers have booked their tickets months in advance and are looking for a special occasion dining experience, or perhaps they have bought last-minute tickets and just want a quick bite. Can you work with others and encourage visitors to spend more by offering more? Or if you run a tourism business and want to offer a package deal with your local theatre then get in touch to find out how you could offer a joined-up experience for visitors.

www.sydneyoperahouse.com

Top Tips

- Visitors may be interested in getting theatre tickets once they're here. Can you provide them with a list of nearby theatres and showings?
- Talk to theatre box office or marketing managers about what deals they can offer you – there will be different deals for different shows. Can you theme a package around an upcoming show?
- Could you work with your local cinema to offer your visitors a discount offer? Perhaps they are showing classic films or are running a seasonal theme that would tie in with a creative package, e.g. could you offer an African menu to accompany the African film season?

Did you know?

According to The City of Edinburgh Licensing data, there is a total of 732 licensed public houses, 181 restaurants and 147 hotels across the city!

>2 Enjoying Edinburgh's nightlife



Eating out

There are hundreds of dining options spread across the city, ranging from gourmet pubs to our Michelin star restaurants – Number One at the Balmoral Hotel, The Kitchin, Restaurant Martin Wishart, Plumed Horse and 21212 at Royal Terrace. Make your own personal recommendations to your visitors, know the best local restaurants in your neighbourhood and refer visitors to www.visitscotland.com/eatscotland or www.edinburghrestaurants.co.uk if they are looking for more options.

Self-catering visitors will be also looking for ideas about good dining spots. Perhaps you could provide them with a pack of local information about restaurants at a range of price options, plus menus for quality takeaways. Also, could you consider offering 'foodie packages' for a night in?

Food for thought

In the current financial climate, visitors are still looking for quality dining experiences, but they are also looking for good value. Many eating establishments around Edinburgh will run special promotions, so make sure you are signed up to their websites to receive that information so you can pass it on to your visitors.

For example Witchery by the Castle, the Tower Restaurant and Rhubarb at Prestonfield House – all part of the James Thomson Collection – run a collaborative seasonal promotion at various points throughout the year, offering a three-course lunch or dinner for £30.

Could you use a deal like this as part of a package or could your business collaborate with others to offer a similar deal for visitors?



Pubs and Clubs

Edinburgh's stylish and characterful bars are a big draw for visitors. The *Edinburgh Visitor Survey* tells us that 20% of visitors say that the city's pub and bars were one of the reasons that they wanted to come here and two thirds of visitors will visit a pub during their stay.

According to *Edinburgh's Evening Economy: A report for the City of Edinburgh Council*, Edinburgh has 50% more pubs per head of population than the Scottish average! What would appeal to your visitors and can you make recommendations? Would they enjoy traditional Scottish folk music at The Royal Oak, a gantry full of malt whisky at the Bow Bar, or the Victorian atmosphere of the Café Royal?

The Edinburgh club scene is also popular and the appeal of special DJ nights can draw people from all over the country and abroad, many of them coming mid-week and staying overnight for the experience. If you are an accommodation provider, could you collaborate with a venue such as Cabaret Voltaire or The Bongo Club to offer a complete package for mid-week or weekend clubbers?

It is important that you know which customers to target these offers to. Perhaps you could ask visitors to complete feedback forms so you can keep a database of their details and interests for future offers?

Did you know?

There are five Michelin star restaurants in Edinburgh – the largest number in one city in the UK outside London. If your visitors are interested in fine dining, this is a great selling point to use in your promotional materials.

If you remember one thing...

It's really important that you know who your customers are so you know which offers to pursue that will appeal to them. Refer to the TIS guide, *Listening to our Visitors*, to find out more about how best to get feedback from your visitors. Download the guide from www.tourism-intelligence.co.uk.

>2 Enjoying Edinburgh's Nightlife

Unique Attractions

Visitors love the opportunity to try something a little different! Here are some examples, and look at www.edinburgh.org for more ideas:

> Scotsman Screening Room

The Screening Room is a small cinema in The Scotsman boutique hotel on North Bridge in Edinburgh. It shows classic movies for guests, locals and other visitors, who can enjoy the comfort of large leather armchairs, ice cream and refreshments as they watch the film. It offers a unique, nostalgic atmosphere that will delight your visitors – tell them about the themed offerings for occasions throughout the year, including a wide choice of Christmas movies in December.

www.scotsmanscreenings.com

> The Royal Observatory Edinburgh Visitor Centre

Your window into the world of astronomy! Give your visitors the opportunity to glimpse into one of Scotland's leading centres of science and technology. Offering group visits and events for individuals, visitors can enjoy 'observation evenings', where they can observe the night sky through the Observatory's telescopes and talks by astronomers about the latest scientific discoveries. Their Victorian telescope domes have been reworked and opened again to the public in January 2011.

www.roe.ac.uk/vc

> Stand-up Comedy

Edinburgh may be most famous for the comedy Fringe Festival in August, but there is stand-up comedy to be found most nights in the city at various venues. The Stand Comedy Club on York Place is open seven nights a week and focuses on developing new comedy in Scotland. Over 100,000 people visited last year!

www.thestand.co.uk

> Ghost tours

What visit to Edinburgh is complete without an experience of its murky, spooky past? For companies such as Mercat Tours, two thirds of their business comes from trade in the evening and interest in their historical ghost tours continues to grow.

The Trial of Dr Knox

Located near the Royal Mile, on the site of a former asylum, Hotel du Vin already has a close bond with the history of the city. Now, in partnership with Mercat Tours, they are offering a package of exciting historical entertainment.

The year is 1830, one year after the notorious murderer William Burke was hanged. While one half of the serial killing partnership, Burke and Hare, had been brought to justice, there was another suspected accomplice – surgeon, Dr Robert Knox. Two Edinburgh lawyers present the case for Dr Knox over dinner! Visitors are also given a walking tour of Burke and Hare's notorious haunts, a visit to the Surgeons Hall Museum and a souvenir newspaper covering the trial.

Would collaboration with one of Edinburgh's historical tour operators work for you?

www.mercattours.com



>2 Enjoying Edinburgh's nightlife



Events and Festivals

Edinburgh is famous for its events and festivals, and many of these either come alive in the evening or are entirely evening-focused, e.g. Hogmanay, Christmas markets and concerts, The Moonwalk and the August Festivals (including The Fringe), many of which last all the way through the night! **Consider how you could use these events and concerts as a marketing hook for visitors, and think about how you could develop packages, deals or promotions to appeal to the large influx of visitors that existing events draw in.**

There are also venues such as The Picture House, <http://venues.meanfiddler.com/hmv-picture-house/home>, and The Corn Exchange, www.ece.uk.com, which host international acts and events, attracting a very different audience to Edinburgh's theatres. Could you promote their events in your business and on your website as a hook for younger visitors?

For more information about events in Edinburgh download the *Edinburgh Events Calendar 2011* from www.etag.org.uk.



Top Tips

- Consider the opportunities you may have to work closely with existing events (that are already attracting visitors to Edinburgh) to promote your business. Could they also help you to extend your offer into the evening?
- The Edinburgh Festivals Passport – a trade-exclusive product – provides an introduction to the Edinburgh Festivals for packaging into city breaks or longer holidays. Your visitors get special discounts and access to top shows; you get resources, marketing support and inclusion in the Edinburgh Festivals marketing and PR campaign. Go to www.edinburghfestivals.co.uk/trade-passport for more information. The cut-off date for 2011 bookings is 8th July 2011.
- Investigate what's on in Edinburgh and make that information available to guests. Sign up for The Audience Business (TAB) news bulletin at www.tab.org.uk to get information about arts and theatre sent directly to you.
- Ceilidhs are just the sort of authentic Scottish experience that a lot of visitors will be looking for. Find out about ceilidhs in your area at www.edinburghceilidhs.com.
- Look out for special events throughout the year that you can use to attract visitors – a Scots Fiddle music programme in November, the International Film Festival in June, Ceilidh Culture (a programme of arts and music) in April, etc.
- Sign up for alerts from Gigs in Scotland, www.gigsinscotland.com, and Ticket Master, www.ticketmaster.co.uk, to get regular updates on concerts and shows in Edinburgh.

If you remember one thing...

Visitors to Edinburgh come with high expectations about our evening entertainment. No matter which part of the city your business is in, there will be interesting local evening activities to tell them about.

>3 What are visitors looking for?



Edinburgh has a fantastic reputation as a place to live and to visit. It was voted Favourite UK City in the Guardian/Observer Travel Awards 2010 and Best UK City Destination in the Conde Nast Traveller Readers' Travel Awards 2010.

When a city clearly has so much to offer, visitors will come here with high expectations. Visitors to Edinburgh expect to find a city that is just as vibrant in the evening as it is during the day, so tourism businesses need to ensure that they meet those expectations.

In the *Edinburgh Visitor Survey* 88% of visitors indicated they had taken part in at least one evening activity during their visit. For those on overnight trips it's 91%! On average they rated the choice available for evening experiences in Edinburgh as 8.32 out of 10. When asked what impressed them most during their visit, a significant 34% referred to the city's pubs and bars and 31% mentioned the restaurants.



Day visitors to Edinburgh

Over half of day visitors take part in an evening activity and will be looking for information about what to do. If you run an evening business, think about how you can link up with a daytime activity to create a full day experience, e.g. visitor attraction plus dinner package.

For more information about collaborating, refer to [Delivering Visitor Experiences](#) guide available to download from www.etag.co.uk.

Overnight visitors to Edinburgh

Going out for a meal (82%), walking around the city (76%) and going to the pub (63%) are the most popular activities with overnight visitors. Make sure your visitors know where the best local restaurants and pubs are, and give them interesting walking routes to get there.

Source: *Edinburgh Visitor Survey*

Unsurprisingly the architecture and buildings (82%) and beautiful/picturesque setting (73%) were the top choices in terms of what most impressed visitors. These famous qualities can also be a selling point for Edinburgh's evening offering. For example, people need not just walk around the city and window shop during the day – can you recommend evening walks to visitors that will take them past the main sights?

If you remember one thing...

Visitors come here with high expectations and expect to find a city that's just as vibrant in the evening as it is during the day. Find your angle – whether that be promoting the setting of your business, evening walking itineraries, or suggesting restaurants with views of the skyline.

>3 What are visitors looking for?



Perceptions of Edinburgh in the evening

Feedback from the *Edinburgh Visitor Survey* tells us that the majority of visitors think there is plenty to do in Edinburgh in the evening i.e. 79% rated Edinburgh's evening entertainment as 8 or above out of 10.

However, there were points that showed we have room for improvement, such as the interest in more shops and attractions after 5pm, more family-friendly activities, and generally more information about what opportunities are available for visitors in the evening. **This gives businesses opportunities to develop new products that will give them a competitive edge and to work together to capture gaps in the market.**

What our visitors really think (in their words) Comments from the *Edinburgh Visitor Survey*, 2010

"Our tour group attended a dinner and show of traditional music and dance one evening. We had a wonderful time in Edinburgh."

"There are so many attractions that it's impossible to visit all during one week when most of them close at 4 or 5 o'clock. Some of them, such as Edinburgh Castle, Edinburgh Zoo, The Royal Yacht Britannia and National Gallery of Scotland, are so big that the visitor needs three or more hours to see everything."

"Finding comfortable family (I was travelling with two children) appropriate and inviting places to eat in the evenings was difficult."

"Really enjoyed the dining out each evening with the standards very high. Enjoyed the Ghost walking tour in the evening as the best activity."

"We had problems locating somewhere to eat in the evenings with my daughters (age 7 & 10). We were staying in a hotel that did not provide evening meals. It was either Pizza Express, Pizza Hut, MacDonald's or Burger King or more up market restaurants, which were not suitable. We did find a pub with a restaurant in it so we did not have to sit with the drinkers but the food was of a poor quality."



Could you delight your visitors by being one step ahead and providing them with the local evening information that they are looking for? You can also make sure that you are getting the most out of their feedback by using the guide *Listening to our Visitors*, available to download from www.tourism-intelligence.co.uk.

>3 What are visitors looking for?



Reaching the family market

As we can see from the comments in the *Edinburgh Visitor Survey*, many parents have difficulties finding activities for their family in the evening. Is your business child-friendly and could this be way to make your offer stand out or increase your appeal with the family market? Does your pub advertise that children are welcome, or does your restaurant provide children's menus?

Boutique babysitting

A package by Chester Residence, self-catering apartments in the West End of Edinburgh, allows busy parents to enjoy Edinburgh's evening offering, even when they are travelling as a family. It includes board games, DVDs and treats for the kids, a meal discount at a partner restaurant, free entry to Edinburgh Zoo, a room upgrade and, interestingly, a babysitting service with a qualified Nursery Nurse for one night. That way, the adults can enjoy a night off for their discounted dinner while a childcare expert looks after their children!

Could you offer a similar service for families? Or can your business communicate your child-friendly services more strongly to appeal to this market?

www.chester-residence.com

Top Tips

- Accommodation providers should have the information to hand to tell visitors about what is on in the city **that night**. You could also highlight weekly activities on your website or send suggestions with your email booking confirmation so visitors can plan ahead.
- 94% of leisure visitors to Edinburgh enjoy walking around the city. Can you provide route suggestions for a summer evening stroll or a nice vantage point to see the city lights? And a pub or café to close the night?
- If you provide a service for the family market in the evening, consider if you are promoting it to its full potential. Who could you link up with to reach this market?
- Also consider if your visitors want to stay in during the evening. Can you offer them TV guides, movies to watch or games to play?

> 4 Opportunities for businesses



Marketing Edinburgh's evening attractions

When visitors are deciding where they will take their next trip, the quality of what Edinburgh offers in the evening will influence whether or not they come here, so it is vital that our exciting nightlife is communicated effectively. What more could you do to sell our evening entertainment to your visitors? Talk about it in your promotional materials and consider having a list of local eating places, bars, theatres and other evening attractions on your website and in the 'local information' you provide for guests.

Extended opening hours

When so many visitors to Edinburgh enjoy walking around the streets, are the post-closing time hours (from 5.30–7pm) a missed opportunity for businesses? Research carried out in York showed that 40% of respondents to a survey indicated that evening shopping would encourage them to come into the city centre. Could you work with businesses in your neighbourhood to offer a co-ordinated late-night shopping/dining/pub experience?

To infinity and beyond!

Museums in Edinburgh have had successful late openings in the past, such as a Pixar event at the National Museum of Scotland. Aimed at parents and children, the exhibition featured more than 300 original works of art created by Pixar staff for hit films, including Toy Story, Cars, and Monsters Inc. There were sketches and models by the films' artists plus multi-media works of art showing the more technical side of how each film is created. The Museum made an event of their evening opening with food, entertainment and movie images.

Evening events like this could work particularly well in summer or half term school breaks or at the weekends to reach the family market.

www.nms.ac.uk/our_museums/national_museum.aspx

It helps to consider what your visitors want to do i.e. they won't want to do the same activities at 1pm as at 6pm or 10pm. If you have taken in two attractions during the day then you may not have the budget or desire to do a third, but you may want to do something a bit more informal in the early evening, which requires less concentration and more relaxation.

The Scotch Whisky Experience has been working on a new product offering involving an experiential food and drink experience in their Amber restaurant. It will run from 4–7pm and offer the unusual combination of tapas and whisky tasting, in the prime pre-dinner slot when people are looking for something to do.



Top Tips

- If your business is part of the Evening Economy, are you featured on www.5pm.co.uk? Though it is best known for restaurants it has expanded to include health and beauty, events and more. Also look at *The List* as a potential place to advertise your business.
- Perhaps you know some local shops that stay open past the general 5pm closing, especially during the festivals or festive period? You can certainly tell visitors about late opening on Thursday evenings, when many shops in the city centre are open until 7.30 or 8pm.
- If your business is usually a daytime operator, would later opening hours attract more visitors through passing footfall? An event such as the Tattoo brings 9,000 visitors up the Royal Mile on summer evenings – can you attract them before or after the event?

> 4 Opportunities for businesses



Attracting Business Visitors

Business visitors are a vital part of Edinburgh's tourism industry. The Evening Economy forms a key part of the city's credibility as a destination for conferences and conventions, because they depend on Edinburgh's ability to offer a range of services, pubs and restaurants as well as suitable accommodation. In fact, one key selling point for Edinburgh is the choice of social programmes we're able to offer delegates from a thriving programme of events, the mix of shopping, dining and entertainment, to our culture and history.

Many tourism businesses in Edinburgh do evening functions or may provide space for private or corporate hire. Perhaps museums in Edinburgh could open late to offer evening viewings for large or corporate conferences? Or does your business have an interesting space that could be used for evening events?

Collaborating with others

By working together, tourism businesses can reach a wider audience, increase their own appeal, and create packages that remove the 'hassle factor' for visitors. Think about how you can provide a joined-up experience for your visitors by collaborating with one or more of the many evening businesses in your area.

Be part of a bigger event

As part of Hogmanay 2009 a range of businesses on the Royal Mile offered unique one-off evening events including night time tours of Mary King's Close, exclusive Whisky tastings and a private viewing at the Scotch Whisky Experience, and evening tours of Edinburgh Castle. Through developing their own events they were able to attract a bigger share of the visitors who come to experience Edinburgh's Hogmanay Celebrations. By getting involved they opened up their business to a different audience, attracted an increased footfall and revenue, and were able to offer a unique 'out-of-hours' experience to visitors who were looking for something to do in the evening.



Self-catering packages

Fraser Suites in Edinburgh created a successful offer that included dinner and theatre tickets for guests of their self-catering luxury apartments, a short distance from the Royal Mile. The offer included overnight accommodation in a Classic room, pre-theatre dinner in their house restaurant plus tickets for the hit musical *Hairspray* at the Edinburgh Playhouse.

What could your business offer to create an exciting collaborative package?

<http://edinburgh.frasershospitality.com>

> 4 Opportunities for businesses

Tapping into a niche market

Perhaps your business type can be targeted towards a specific audience to create a niche appeal and stand-out quality. For example, clubbers coming to Edinburgh may prefer the cheap deals and flexibility of a hostel, so could hostels target this market in their promotions, and perhaps offer deals through a local club?

Get your skates on

Can you think of a unique evening offering, or twist on your current offering, that will appeal to a new market?

Pari Roller is an organisation that promotes Friday night skating tours around Paris, encouraging roller-skating as both a leisure activity and a means of transportation. Their free Friday Night Fever skate tour is open to anyone (who can control his or her speed!) and has consistently grown in popularity since inception. It is available all year round, dependent on the weather, and a new route is offered every week.

This innovative combination of an adventure activity with a tour of the city gives residents and visitors to Paris an exciting evening option that they won't get anywhere else.

www.pari-roller.com



Using Social Media

Social media is one of the most important marketing tools for tourism businesses. Sites such as www.tripadvisor.com are usually a first port-of-call for discerning visitors looking for reviews on potential destinations, so it is important that your business features and that you respond to feedback.

The Edinburgh Inspiring Capital site, www.edinburgh-inspiringcapital.com, features up to date news about things happening in the city on their Twitter and Facebook accounts. Could you link to these on your own website or social media page?

Top Tips

- Sign up to the mailing lists of your local restaurants and bars. When you hear about special discounts you can pass the information on to your visitors – to their delight!
- Consider experiential, informal ideas for visitors during the 'pre-dinner slot'. People may not be looking for a formal organised tour or dinner – what can you offer that they can dip into without committing to a large price tag or time constraint?
- Visitors want to get around Edinburgh at night but they may feel uncomfortable in unfamiliar surroundings. Have taxi recommendations to hand for your visitors, or tell them about Edinburgh's fantastic night bus service.
- Are you using social media to promote your business? It's a quick and cheap way to communicate and build awareness about special promotions.

> 4 Opportunities for businesses



Information at your fingertips

There are several resources you can refer to for information about Edinburgh in the evening. Consider how you will use this information to attract your visitors here – perhaps through your website and email blasts to previous visitors – and how you will use it to ensure they have the best and fullest experience when they are here – perhaps through information packs or your own ‘daily suggestions’ for guests.

The List

www.list.co.uk/events/what:edinburgh

The List, Edinburgh, is your comprehensive guide to everything that is going on in the city, covering everything from days out to comedy nights, music to food and drink. Keep up to date with news about upcoming acts and the best deals available, and read articles and reviews so you can decide what would have most appeal for your visitors.

Just browse through the list of events or search by date, venue, most viewed or star rating. If you prefer, you can also subscribe to receive your own hard copy of the *The List* magazine.

TAB (The Audience Business)

Newsletter updates

www.tab.org.uk

If you want to keep up to date with what's on in the arts and theatres in Edinburgh then sign up for the free eBulletins from TAB. They filter the information for adult-specific and child-specific entertainment.

Gigs in Scotland www.gigsinscotland.com

Sign up for alerts and get all the latest Scottish gig information, news and listings delivered straight to your desktop. There's everything from the biggest pop acts to wrestling events – the perfect source for events that will appeal to the younger market.

Ticketmaster www.ticketmaster.com

Known across the UK, Ticketmaster gives you listings for music, sport, art & theatre and family & attractions. Create an account and update your ‘favourites’ so you don't miss out on the local shows that your visitors want to hear about.

VisitScotland Events Calendar

www.visitscotland.com/guide/see-and-do/events/

Search for a multitude of events by location and date so you can promote upcoming attractions on your website and make recommendations to visitors.

ETAG Events Calendar 2011 guide

www.etag.org.uk

Download the latest *Edinburgh Events Calendar* for a quick reference guide to all of the key events happening in Edinburgh in 2011 and details about how you can get involved.

Top Tips

- Use the available information about Edinburgh's evening attractions in two ways: firstly as a hook to attract visitors to come to your business, and secondly to enhance you visitors' experience once they are here.
- Familiarise yourself with all of the arts and events resources and sign up to them to receive regular updates.
- Have copies of *The List* or *The Skinny* available as a resource for visitors.
- If you are an entertainment business, contact the concierges of your local hotels and make sure they know about your evening entertainment offering for the coming month so they can recommend you to visitors.

> 5 Next Steps – what are you going to do?

Edinburgh's Evening Economy is an integral part of the city's tourism experience, for leisure and business visitors alike. There is so much on offer in the evening and there is something to appeal to every type of visitor, from pubs to theatre and from restaurants to ghost tours – how are you going to use these experiences to your advantage? How can you work with evening providers, or other evening providers, to build your business?

Consider these first steps and what you think might work for you:

Know what is going on so you can add value to your visitors' experience by giving them enough to see and do in the evening

- 1 Familiarise yourself with websites such as www.thelist.co.uk so you know what is on offer that week and can give your guests specific suggestions
- 2 Find out about lesser known Edinburgh-specific experiences, such as independent restaurants and boutiques or special attractions – if you recommend them to visitors they will feel as if they have had a unique and authentic experience
- 3 Ask your visitors what they particularly enjoyed and make sure that you pass these recommendations on to other visitors
- 4 Get out into the city yourself to sample Edinburgh's evening attractions – there is no better way to make suggestions to your visitors than from personal experience

Make the most of Edinburgh's evening activities for your own business

- 1 Promote current and upcoming events on your website and marketing materials – they will provide added appeal for potential visitors
- 2 Consider what evening activities your visitors enjoy. Do the businesses that offer these activities know about you and what you offer? Get in touch with them to see if you could collaborate to create special offers and discount packages for your visitors
- 3 People love walking around Edinburgh to see the ancient buildings and beautiful vantage spots, and that includes in the evening. Could you work in partnership with those business offering evening walking tours, whether they are literary tours, pub tours or ghost tours, to offer special promotions to your visitors?
- 4 The family market often has difficulty finding evening entertainment – can your business offer child-friendly experiences, such as a children's menu, or can you suggest a local attraction that is suitable for families?
- 5 What could you offer or suggest to visitors for the pre-dinner evening period? People are looking for something interesting to do without heavy financial or time commitment, and there is an excellent opportunity for businesses to fill this gap in the market

> 6 Links and other resources

Organisations

Edinburgh Tourism Action Group	www.etag.org.uk
DEMA	www.edinburghbrand.com
Tourism Intelligence Scotland	www.tourism-intelligence.co.uk

Useful information

The List	www.list.co.uk
VisitScotland Edinburgh site	www.edinburgh.org
Events Edinburgh	www.eventsedinburgh.org.uk
Edinburgh Inspiring Capital	www.edinburgh-inspiringcapital.com
Edinburgh Restaurants	www.edinburghrestaurants.com
The Audience Business	www.tab.org.uk
Gigs in Scotland	www.gigsinscotland.com
Ticketmaster	www.ticketmaster.com

Further information/potential partnerships

This list is designed to get you started, but there are many more businesses or events that either provide information or could be part of a collaboration:

Festival City Theatres Trust (King's Theatre and Festival Theatre)	www.fctt.org.uk
The Lyceum	www.lyceum.org.uk
Usher Hall	www.usherhall.co.uk
Traverse	www.traverse.co.uk
The Queen's Hall	www.thequeenshall.net
Edinburgh Festivals	www.edinburghfestivals.co.uk

Other resources for tourism businesses:

Tourism Innovation Fund

Consider applying for matched funding from Scottish Enterprise to help bring your project ideas to life. The Tourism Innovation Fund (TIF) provides matched funding of up to £30,000 and professional one-to-one advice to help deliver innovative projects to market. Support is aimed at individual or collaborative project ideas that offer a new and genuinely innovative experience, which encourages people to visit Scotland. This could be a product or a business process in a sector or service category – e.g. accommodation, attractions and activity holidays, etc. To find out more, or for information about how to apply, go to: www.scottish-enterprise.com/tourism-innovation-fund

Tourism Innovation Toolkit

If you or any collaborative group has a good idea that you would like to develop, Scottish Enterprise runs a tailored innovation toolkit workshop. The session, which is led by an experienced facilitator, will provide you with the tools and techniques to help you to generate new ideas and think more creatively. For more information or to book a workshop, go to www.scottish-enterprise.com/tourism-innovation and select *Innovation Toolkit*.

This guide is based on the following research plus information from industry experts:

Edinburgh's Evening Economy: A report for the City of Edinburgh Council, by SQW Consulting, November 2010
Edinburgh Visitor Survey 2009/10 by Lynn Jones Research

Produced with financial support from Scottish Enterprise.

Copy written, designed and produced by Tall Poppies Scotland, 2011.



Purple Flag Map



HALIFAX

"The Purple Flag application process has allowed stronger links to be forged between partner agencies, and has led to excellent publicity about the safety and future plans for Halifax. This will lead to a stronger night time economy for businesses in Halifax Town Centre and provide a safe environment for families and individuals to enjoy their leisure time."

Diz Harley, Safer Stronger Communities, Halifax



CLERKENWELL, ISLINGTON, LONDON
COVENT GARDEN, WESTMINSTER
KINGSTON UPON THAMES
LEICESTER SQUARE, WESTMINSTER
VICTORIA - WESTMINSTER
GANTS HILL
ANGEL, ISLINGTON



WINCHESTER

"Winchester City Council and Winchester BID have led local partners through the Purple Flag process. It has been a great opportunity to examine the evening period in Winchester holistically, rather than looking solely at one aspect or another. Colleagues from a number of disciplines within and outside the Council have been brought together and have contributed to an overview of the city centre, and are now working together to drive up standards and create new opportunities for all age groups in the city centre."

Kate Cloud, Head of Economy and Arts, Winchester City Council

BRISTOL

"One of the most significant achievements for Bristol is realising Purple Flag's catalytic nature, and its ability to enhance partnership work around the management of the NTE. Night-time self-assessments, using the Purple Flag methodology, are now a permanent fixture and have proved invaluable for addressing issues and identifying new opportunities to improve the NTE offer to both residents and visitors. In a time of diminishing public sector funding this partnership pooling of resources is probably the only sustainable way to ensure that standards in the night-time economy are maintained and developed, and therefore, in many ways, Purple Flag is more relevant than ever."

Nick Carter,
Enforcement & Regulatory Services
Manager, Bristol City Council



This page is intentionally left blank

Authority	Reason for comparison	Main issues	Main solutions	Population	Purple Flag
Bath	Cathedral city, university city, tourist attraction	Anti-social behaviour, street cleaning, lack of cultural events	Series of evening events	177,643	Y
Cambridge	University city, tourist attraction	Transport, lack of cultural events	Programme of evening events, proposals for trolley-bus line	152,527	N
Canterbury	Cathedral city, university city, tourist attraction	Anti-social behaviour	Street Pastors, added support during Freshers' Week	153,399	Y
Cardiff	Major city (regional capital)	Anti-social behaviour	City centre "place of safety" with medical facilities	348,493	N
Durham	Cathedral city, university city, tourist attraction	Lack of evening events, anti-social behaviour	Evening markets on Thursdays, Local Alcohol Partnership with early intervention patrols	49,000 (city)	N
Edinburgh	Major city (regional capital)	To increase visitor stays and spend, increase employment, protect reputation	Major focus on promoting tourism and increasing business visitors	482,640	N
Hull	University city, regional comparator	Anti-social behaviour, increase visitor numbers	Purple Flag accreditation	257,204	Y
Leeds	University city, regional comparator	Anti-social behaviour	Licensing restrictions, set up BACIL (Businesses Against Crime in Leeds), street marshals, taxi marshals	757,655	N

Authority	Reason for comparison	Main issues	Main solutions	Population	Purple Flag
Newcastle	University city	Anti-social behaviour	"Alive After Five" initiative, "Museums at night" late opening	282,442	N
Norwich	Cathedral city, university city, tourist attraction	Anti-social behaviour, cultural events	Programme of evening street entertainment, BID-sponsored campaign "Head Out Not Home"	134,264	N
Oxford	University city, tourist attraction	Transport, anti-social behaviour	Evening/night buses, Purple Flag accreditation	152,527	Y
Sheffield	University city, regional comparator	Anti-social behaviour, retail opening hours	Various community safety schemes, developing BID, independent shops in small shopping hub stay open until 9pm	557,382	Y
Winchester	Cathedral city, university city, tourist attraction	Anti-social behaviour, transport	Night buses, Purple Flag	117,702	Y

Meeting Date	Corporate & Scrutiny Management Committee Draft Work Plan for 2014-15
23 June 2014 @ 5pm	<ol style="list-style-type: none"> 1. Draft Annual Overview & Scrutiny Report 2013/14 for Council 2. Scoping Report for Possible New Review (topic to be agreed) 3. Workplan 2013/14 inc. verbal update on Equalities Scrutiny Review
14 July 2014 @ 5pm	<ol style="list-style-type: none"> 1. Year-End Finance & Performance Monitoring Report 2. Bi-annual Workforce Strategy 2012-15 Monitoring Report 3. Equalities Scrutiny Review – Draft Final Report 4. Workplan 2014/15 inc. verbal update on ongoing scrutiny reviews
8 Sept 2014 @ 5pm	<ol style="list-style-type: none"> 1. First Qtr Finance & Performance Monitoring Report 2. Loans & Grants Review - Update on Implementation of Recommendations 3. Workplan 2014/15 inc. verbal update on ongoing scrutiny reviews
10 Nov 2014 @ 5pm	<ol style="list-style-type: none"> 1. Community Engagement Review - Update on Implementation of Recommendations 2. Workplan 2014/15 inc. verbal update on any ongoing reviews
12 Jan 2015 @ 5pm	<ol style="list-style-type: none"> 1. Second Qtr Finance & Performance Monitoring Report 2. Bi-annual Workforce Strategy 2012-15 Monitoring Report 3. Scrutiny Support Budget Monitoring Report 4. Workplan 2014/15 inc. verbal updates on any ongoing reviews
9 March 2015 @ 5pm	<ol style="list-style-type: none"> 1. Equalities Review – Update on Implementation of Recommendations 2. Draft Workplan for 2015/16 & Discussion re Possible Scrutiny Topics for coming Municipal Year & Possible Scrutiny Work Planning Annual Event 3. Workplan 2014/15 inc. Verbal update on any ongoing reviews
6 April 2015 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Deputy Leader – End of Year Update 2. Attendance of Cabinet Member for Finance, Performance & Customer Services– End of Year Update 3. Third Qtr Finance & Performance Monitoring Report 4. Workplan 2014/15 & Verbal update on any ongoing reviews

This page is intentionally left blank

Meeting Date	Corporate & Scrutiny Management Committee Work Plan for 2013-14
15 July 2013 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of new Cabinet Member for Finance, Performance & Customer Services – Discussion around Priorities & Challenges 2. Bi-annual Workforce Strategy 2012-15 Monitoring Report(PS) 3. Briefing on Potential Themed Topic – Night Time Economy 4. Workplan 2013/14
9 September 2013 @ 5pm	<ol style="list-style-type: none"> 1. First Qtr Finance & Performance Monitoring Report (DM) 2. Evaluation of the Service to City Programme (PS) 3. Further detailed briefing on Council’s Journey to Excellence in Equalities (CC) (Possible Attendee from another Local Authority, demonstrating good progress towards ‘Excellence’) 4. Procurement Strategy Update (<i>deferred from May 2013</i>) (TC) 5. Draft Annual Overview & Scrutiny Report for 2012/13 6. Workplan 2013/14 (inc. verbal update on ongoing scrutiny reviews)
11 November 2013 @ 5pm	<ol style="list-style-type: none"> 1. Report & Presentation on Workplace Wellbeing Survey 2013 Results 2. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review 3. Scoping Report for proposed scrutiny review on Equalities 4. Workplan 2013-14
13 January 2014@ 5pm	<ol style="list-style-type: none"> 1. Bi-annual Workforce Strategy 2012-15 Monitoring Report (PS) 2. Second Qtr Finance & Performance Monitoring Report 3. Scrutiny Support Budget Monitoring Report (DS) 4. Procurement Strategy Update 5. Draft Final Report for Loans & Grants Scrutiny Review 6. Workplan 2013/14 inc. verbal update on Equalities Review
10 March 2014 @ 5pm	<ol style="list-style-type: none"> 1. Third Qtr Finance & Performance Monitoring Report 2. Presentation of 3 final reports from Night-Time Economy Scrutiny Reviews & ASB Update 3. Workplan 2013/14 inc. verbal updates on any ongoing reviews
7 April 2014 @ 5pm	<ol style="list-style-type: none"> 1. Wellbeing Staff Survey Update 2. Presentation of 4th final report from Night-Time Economy Scrutiny Review (Learning & Culture) 2. NTE Review - Report on Supporting Work by OCE 3. Attendance of Cabinet Member for Finance, Performance & Customer Services– End of Year Update 4. Draft Workplan for 2014/15 & Discussion re Possible Scrutiny Topics for coming Municipal Year & Possible Scrutiny Work Planning Annual Event 5. Workplan 2012/13 inc. Verbal update on Equalities Review

<u>Additional Meeting</u> 17 Apr @ 5pm	1. Night–Time Economy Scrutiny Review - Draft Final Report (to be presented to Cabinet in May 2014)
12 May 2014 @ 5pm	1. Attendance of Deputy Leader – End of Year Update (Invite Sent) 2. Update on implementation of recommendations arising from Managing Staff Sickness Absence Review and Community Engagement Review 3. Procurement Update on work being undertaken to engage local businesses in procurement activity for the Council (Debbie Mitchell/Tracey Carter) 4. Workplan 2013/14 & Verbal Update on ongoing Equalities Scrutiny Review

Possible Scrutiny Topics for 2014/15

1. In January 2014, having received an update on the Council’s Procurement Strategy, the following was suggested as a possible area for review – ‘*The procurement activities of health and voluntary services and their relationships in an effort to assist with their preventative works*’.