



**Notice of a public meeting of
Economic Development and Transport Policy and Scrutiny
Committee**

- To:** Councillors Cuthbertson (Chair), D'Agorne (Vice-Chair),
N Barnes, Cullwick, Gates, D Myers, Rawlings and
Warters
- Date:** Wednesday, 16 March 2016
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. Declarations of Interest

At this point in the meeting, 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 meeting of the Economic Development and Transport Policy and Scrutiny Committee held on 19 January 2016.

3. Public Participation

It is at this point in the meeting that members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the committee's remit can do so. The deadline for registering is **5.00pm on Tuesday 15 March 2016**.

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

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https://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_council_meetingspdf

4. 2015/16 Finance and Performance Monitor 3 (Pages 7 - 12) Report - Economic Development and Transport

This report provides details of the 2015/16 forecast outturn position for both finance and performance across services within City and Environmental Services and Communities and Neighbourhoods. The paper incorporates data to December 2015 as reported to Executive on 11 February 2016.

5. Economic Dashboard Update (Pages 13 - 18)

This report presents the economic dashboard which provides an update on performance.

6. Update Report on Implementation of Outstanding Recommendations from the Online Business / E-Commerce Scrutiny Review (Pages 19 - 28)

This report provides an update on the implementation of the outstanding recommendations arising from the previously completed Online Business / E-Commerce Scrutiny Review.

7. Development of York's Economic Strategy - Interim Report of Economic Strategy Task Groups (Pages 29 - 72)

This report updates Members on the ongoing work of the two Task Groups established to help develop York's Economic Strategy.

8. Work Plan 2015/2016 including proposed scrutiny topic around protection of grass verges (Pages 73 - 76)

Members are asked to give consideration to the Committee's work plan and to a proposed scrutiny topic registration regarding the protection of grass verges in York.

9. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Jayne Carr

Contact Details:

Telephone – (01904) 552030

Email – jayne.carr@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	Economic Development and Transport Policy and Scrutiny Committee
Date	19 January 2016
Present	Councillors Cuthbertson (Chair), D'Agorne (Vice-Chair), N Barnes, Cullwick, Gates, D Myers and Rawlings
Apologies	Councillor Warters

32. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests that they might have in respect of the business on the agenda. None were declared.

33. Minutes

Resolved: That the minutes of the meeting of the committee held on 18 November 2015 be signed and approved by the Chair as a correct record subject to the following amendments:

- Minute 25 to be amended to read "*Councillor Neil Barnes declared a pecuniary interest...as his employer sponsored one of the potential occupants of the Community Stadium*"
- Minute 28 to be amended to read "It was confirmed that the Council would continue to pay the Living Wage, *as measured by the Living Wage Foundation*" (subject to the accuracy of the proposed amendment being verified)

34. Public Participation

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

35. Proposed Regular Transport Briefings

The Acting Director of City and Environmental Services outlined proposals to hold regular transport briefings for CYC Members. He stated that the recent pre-council briefing on transport had been well received and it was proposed that a series of briefings be held on a bi-monthly basis. They would be open to all CYC Members.

Committee Members expressed their support for this proposal and suggested that, after the briefings had become established, consideration be given as to whether they should be open to the public and/or webcast. It was requested that, if possible, the briefings be held early evening and on alternate months to the committee's meetings.

Members suggested that it would be useful for one of the briefings to focus on the assessment criteria that were in place when assessing the condition of roads. Members were invited to forward further suggested topics for the briefings to the Head of Transport.

Resolved: That the proposal to hold regular transport briefings for CYC Members be supported.

Reason: To ensure that Members are kept updated on transport issues.

36. 2015/16 Finance and Performance Monitor 2 Report

Members considered a report which provided details of the 2015/16 forecast outturn position for both finance and performance across services within City and Environmental Services and Communities and Neighbourhoods. The paper incorporated data to September 2015, as reported to Executive on 26 November 2015.

Officers gave details of the main variations, as detailed in paragraphs 3 to 7 of the report.

Officers were questioned about the projected shortfall in car parking income. Members were informed that although the forecast had been more robust than previously, there were a number of variable factors, including the weather, which presented difficulties when forecasting income. Members noted

that the technical issues that had arisen in respect of the Pay on Exit Trial at the Marygate Car Park had impacted on income generation and they requested further information on this issue, including the number of weekends the barriers were not operational.¹

Officers were also questioned about the anticipated shortfall in building control income. They explained that this was a very competitive field and although householders often used the Council's service, the Council was not as successful when it tendered for commercial contracts. Members commented on the need to ensure that the planning team and the building regulations team worked closely together. It was agreed that, at some time in the future, it may be useful for the committee to receive a report on the offer provided by Building Control.

Resolved: That the report be noted.

Reason: To update the scrutiny committee on the latest finance and performance position.

Action Required

1. Arrange for information to be circulated PL

37. Economic Dashboard

Members considered a report that provided a recommended performance dashboard for the committee to use. The report also provided an update on recent performance.

Members noted that the proposed dashboard replicated that used by the Executive Member for Economic Development and they were asked to consider whether there were additional areas that the committee would wish to monitor.

Members requested that the committee received the following additional data:

- GVA per head
- Wages and wage gap
- Equalities data (including deprivation indicators, child poverty, the gender pay gap and information on part-time working)
- York footfall

- The breakdown of businesses by number of employees and also data on self-employment (including data in respect of business start ups)
- The Living Wage and a breakdown regarding the size of the businesses that were paying the Living Wage.
- The make up of businesses within the city centre, for example the percentage of independent businesses, and the changing nature of the businesses.

Officers explained that some of the data requested, for example that in respect of wages, was published on an annual basis although other data in the dashboard could be presented to the committee on a more regular basis.

- Resolved: (i) That the report be noted.
- (ii) That a further report be presented at the next meeting outlining the proposed content of future dashboard reports to the committee to reflect the additional data that had been requested.

- Reasons: (i) To inform Members of the latest information on economic development.
- (ii) To ensure that the committee receives the data it requires to carry out its role effectively.

38. Business Improvement District for York City Centre

Members considered a report which provided an update on the Business Improvement District (BID) initiative and which included a draft Memorandum of Understanding and Operating Agreement. The report was due to be considered by the Executive on 28 January 2016.

Members considered the recommendations that the Executive would be asked to consider, as detailed in paragraph 8 of the report.

Members were broadly supportive of the paper and its recommendations but raised some concerns that the proposed membership of the Business Improvement District Board did not include councillors for the city centre wards. Members commented on the need to ensure that Members who

represented the Guildhall, Fishergate and Micklegate wards had strong links with the Business Improvement District. Noting the proposal that the Leader and Deputy Leader would be the Council's representatives on the Board, Members agreed that the Executive should also be asked to consider putting in place a mechanism whereby councillors for the three city centre wards could put forward their views. Members suggested that this could be achieved by appointing one of the city centre ward members to the Board or by the Council's representatives on the Board meeting informally with the ward members.

- Resolved: (i) That the committee supported recommendations 1 and 2, as detailed in paragraph 8 of the draft report to Executive.
- (ii) That, in respect of recommendation 3, the Executive also be requested to consider putting in place some means of allowing input to the BID Board from councillors representing the three city centre wards.¹

Reason: To support the successful implementation of the Business Improvement District in York.

Action Required

1. Ensure Executive is aware of Committee's views PW

39. Update Report on Implementation of Online Business/E-Commerce Scrutiny Review Recommendations

Members considered a report which provided an update on the implementation of recommendations arising from the previously completed Online Business/E-Commerce Scrutiny Review.

Members were asked to consider signing-off any recommendations of the review where implementation had been completed.

Members agreed that there was still more work to be done to address recommendations 1 and 6 and requested that the outstanding issues be brought to the attention of Make it York and Customer and Business Support Services.

Resolved: (i) That the report be noted.

- (ii) That recommendations 2, 3, 4 and 5 be signed-off as having been fully implemented.
- (iii) That recommendations 1 and 6 not be signed-off at this stage and that a further update on these recommendations be presented to a future meeting.

Reason: To raise awareness of those recommendations which are still to be fully implemented.

40. Work Plan 2015/2016

Consideration was given to the committee's work plan for 2015/16.

Resolved: That the work plan be approved subject to the following additions:

- Economic Dashboard update to be presented at next meeting
- Report on wages to be presented at the meeting in January 2017
- Update on outstanding recommendations from the Online Business/E-Commerce Scrutiny Review

Reason: To ensure that the committee has a planned programme of work in place.

Councillor Cuthbertson, Chair

[The meeting started at 5.30 pm and finished at 7.05 pm].



Economic Development and Transport Policy and Scrutiny Committee

16th March 2016

Report of the Director of City & Environmental Services and Director of Communities and Neighbourhoods.

2015/16 Finance & Performance Monitor 3 Report – Economic Development and Transport

Summary

1. This report provides details of the 2015/16 forecast outturn position for both finance and performance across services within City & Environmental Services and Communities and Neighbourhoods. The paper incorporates data to December 2015 as reported to Executive on 11th February 2016.

Analysis

Finance

2. The services that relate to Economic Development and Transport Policy and Scrutiny committee cross two Directorates (City and Environmental Services and Communities and Neighbourhoods). Service Plan Variations which relate to services within this scrutiny are shown below:

	Budget £'000	Forecast Outturn £'000	Variance £'000
City & Environmental Services			
Transport	6,548	6,758	+210
Fleet	-355	-157	+198
Highways	2,533	2,663	+130
Parking Income	-6,720	-6,438	+282
Development Services, Planning and Regeneration	635	740	+105
Economic Development	185	165	-20
Communities and Neighbourhoods			
Parking	1,075	1,075	0

Note: “+” indicates an increase in expenditure or shortfall in income
“-” indicates a reduction in expenditure or increase in income

Details of the main variations by service plan are detailed in the following paragraphs.

Transport (+£210k)

3. The forecast overspend is mainly due to £100k unachieved ANPR income due the suspension of enforcement at Coppergate and £42k additional costs, mainly staffing, across CCTV. There are also unachieved income savings in CCTV (£32k) and transport systems (£38k).

Fleet (+£198k)

4. There is a £112k saving within the travel management unit still to be allocated to service areas for which a delivery plan needs to be agreed. This saving is not expected to be achieved in 2015/16. In addition there is a forecast shortfall in vehicle workshop external income.

Highways (+£130k)

5. There are one-off costs of £30k associated with the cessation of the pest control service. In addition there is a shortfall on the civils account of £100k mainly due to lower than forecast income.

Parking Income (+£282k)

6. It is currently forecast that parking income will be £282k below budget. To October, income was approximately 3% below target however November showed a 9% reduction and December (which is historically York’s busiest month) income was £94k below budget (15%). The reduced usage in the car parks is mainly due to the particularly wet autumn and the severe flooding that impacted the city in December.

Development Services, Planning and Regeneration (+£105k)

7. There are forecast shortfalls in income in building control (£45k), planning (£50k) and environmental management (£60k). These shortfalls are partly offset by an expected increase in income from land charges of £50k.

8. Economic Development (-£20k)

It is anticipated that there will be various operational savings within economic development.

Performance

9. A successful bid for £308k from the Department of Transport will see 28 school buses used, in and around York, retro fitted with the latest Selective Catalytic Reuptake exhaust technology which will help to reduce exhaust emissions. An extra £112k will also be match funded by the operator of the buses. This will see single and double-decker buses, which are contracted to run the Council's school bus service, upgraded to Euro 6 standard.
10. Employment continues to be strong in the city as the number of Job Seekers Allowance claimants continue to fall.
11. Figures from the Office for National Statistics showed there were 612 claimants in York in December a fall of 81 from last month and of 557 from December 2014. The figures showed the number of jobseekers in York had fallen for the eighth consecutive month and also highlighted a 66% fall in the youth unemployment count since December 2014. The claimant count represents 0.5% of the working population and contrasts to the regional average which stands at 2%. The figures are also much lower than the national average which stands at 1.5%.
12. Average gross weekly pay increased between 2014 and 2015 by 3.23% to £584.30 whilst nationally there was a 1.01% increase to £629.50 and regionally there was a 2.18% increase to £567.00. Whilst there has been a 6.45% increase in the gender pay gap in York and both nationally and regionally have decreased, York's (£221.20) pay gap is still lower than the regional (£233.60) and national (£249.50) pay gap.
13. In November, York's largest brownfield site was successfully designated as an Enterprise Zone thanks to a joint bid by City of York Council and the York, North Yorkshire and East Riding Local Enterprise Partnership, which will unlock over £100million to help deliver the York Central site. The Enterprise Zone status will mean that 50% of business rates for the York Central site, which would have gone back to government, will be retained in the area. This will provide the funding to be able to invest in the infrastructure required

to unlock the site and encourage business investment. Estimates in the bid suggest this could help to create up to 6,600 jobs in the city, and over £1.1 billion value for the region's economy. The jobs created would be high-value office based jobs, helping to grow York's economy by an estimated 20% and increase average wages in the city.

14. In December, Leeds City Region Enterprise Partnership (LEP) published a report which highlighted how the LEP had helped York, over the last four years, to unlock £1.127m private sector investment, had created 22 jobs through £167,883 LEP grant investment and had provided support to around 50 SME's.
15. Figures released by the Office of National Statistics show that in 2014 York's economy was worth £4.9 billion (up from £4.88 billion in 2013) and York's share of total Gross Value Added (GVA) has remained constant for the last 4 years at around 4.6% of the regional GVA.
16. Between 2010 and 2014 the percentage increase in total GVA for York was 11.6% whilst regionally it was 10.7% and nationally it was 15.8%. However the GVA per head has decreased 0.6% from £24,121 in 2013 to £23,977 in 2014 and is below the UK 100 indices at 97.4 which may be the result of an increase in accommodation and food service activities employment.
17. Newly released figures by Visit York, for 2014, showed that business tourism attracted an estimated 977,000 delegates (attending a meeting or conference), generating £141 million for the local economy. Visitor numbers were up by 1.5% from 6.7 million to 6.8 million annually and the number of jobs in the city supported by tourism rose from 19,000 to 20,300.

Implications

18. There are no financial, human resources, equalities, legal, crime & disorder, information technology, property or other implications associated with this report.

Risk Management

19. The report provides Members with updates on finance and service performance and therefore there are no significant risks in the content of the report.

Recommendations

20. As this report is for information only, there are no recommendations.

Reason: To update the scrutiny committee of the latest finance and performance position.

Author:

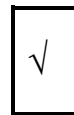
Patrick Looker
Finance Manager
Tel: 551633

Chief Officers responsible for the report:

Neil Ferris
Interim Director of City and Environmental
Services

Sally Burns
Director of Communities and Neighbourhoods

**Report
Approved**



Date 8th March 2016

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Economic Development and Transport Policy & Scrutiny

16th March 2016

Report of the Director of City and Environmental Services

Portfolio of the Executive Member Economic Development and
Community Engagement

Economic Dashboard Update

Summary

1. At the last scrutiny meeting (19th January), an economic dashboard was presented to members alongside a narrative on York's performance in a number of areas, including a focus on falling wage and Gross Domestic Product levels and a suggested way forward on these issues.
2. At the last scrutiny meeting, all possible measures to include in the economic dashboard were presented to members. A number of requests were made by members to add additional performance measures to the dashboard. These have been taken on board and a new dashboard has been provided (attached as annex A).
3. As advised at the previous scrutiny meeting, a number of important indicators relating to Gross Value Added and wages are published on an annual basis. As agreed at the last scrutiny meeting, the best approach to examine these indicators would be a detailed report on York's performance to go to the earliest possible scrutiny after publication of these data series by the Office of National Statistics.

Council Plan

4. The Council Plan approved by full Council in October 2015 includes a priority to ensure that York becomes a business friendly council. This paper outlines steps to deliver on this priority.

Recommendations

- (i) That members note the updated monitoring report which will be used in the regular updates on performance.
- (ii) That members agree that more in depth annual reports are produced on wages and Gross Value Added given the importance of the trends in these areas to York's economy and that these data are only available annually.

Reason: To inform Members of the latest information on Economic Development.

Contact Details

Author:

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City and Environmental
Services
Tel: (01904) 553343

Executive Member responsible for the report:

Cllr Keith Aspden
Deputy Leader,
Economic Development & Community
Engagement

Report
Approved



Date 3/03/2016

Chief Officer responsible for this report

Neil Ferris
Interim Director, City and Environmental
Services

Specialist Implications Officer(s)

Not applicable

Wards Affected:

All

For further information please contact the author of the report

Annex A: Revised Dashboard

			Previous Years			2015/2016					Polarity	DoT	
			2012/13	2013/14	2014/15	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
Air Pollution	PHOF24	% of the population exposed to road, rail and air transport noise of 55 dB(A) or more during the night-time	Five Years	5.04	5.04	5.04	-	-	-	-	-	Up is Bad	Neutral
		Benchmark - National Data	Five Years	8.01	8.01	8.01	-	-	-	-	-		
		Benchmark - Regional Data	Five Years	6.18	6.18	6.18	-	-	-	-	-		
		Regional Rank (Rank out of 15)	Five Years	6	6	6	-	-	-	-	-		
Benefits	CJGE06	JSA Claimants: % of Working Age Population (16-64)	Monthly	2.30%	1.60%	0.80%	0.6%	0.5%	0.5%	-	-	Up is Bad	Good
		Benchmark - National Data	Monthly	3.80%	2.90%	2.00%	1.7%	1.6%	1.5%	-	-		
		Benchmark - Regional Data	Monthly	4.90%	3.80%	2.70%	2.4%	2.2%	2.0%	-	-		
		Regional Rank (Rank out of 15)	Monthly	1	1	1	1	1	1	-	-		
	CJGE09	% Total Benefit Claimants (Working Age 16-64)	Quarterly	8.60%	7.90%	7.30%	7.00%	6.9%	-	-	-	Up is Bad	Good
		Benchmark - National Data	Quarterly	14.30%	13.30%	12.50%	12.20%	12.00%	-	-	-		
		Benchmark - Regional Data	Quarterly	15.90%	14.90%	14.10%	13.80%	13.60%	-	-	-		
		Regional Rank (Rank out of 15)	Quarterly	1	1	1	1	1	-	-	-		
	CJGE151	JSA and UC (Out of Work) % of working age population (16-64)	Monthly	NC	NC	NC	0.70%	0.70%	0.70%	-	-	Up is Bad	Neutral
		Benchmark - National Data	Monthly	NC	NC	NC	1.9%	1.8%	1.8	-	-		
		Benchmark - Regional Data	Monthly	NC	NC	NC	2.4%	2.3%	2.2	-	-		
	Business	CJGE23	% of vacant city centre shops	Monthly	5.95%	6.25%	5.99%	6.62%	6.31%	7.51%	-	-	Up is Bad
CJGE29		Business Deaths	Annual	635	600	710	-	-	-	-	-	Up is Bad	Neutral
CJGE30		GVA per head (£)	Annual	23,065	24,121	23,977	-	-	-	-	-	Up is Good	Neutral
		Regional Rank (Rank out of 12)	Annual	2	2	2	-	-	-	-	-		
CJGE31		Total GVA (£ billion)	Annual	4.72	4.88	4.90	-	-	-	-	-	Up is Good	Good
		Regional Rank (Rank out of 11)	Annual	9	11	11	-	-	-	-	-		
CJGE32	Business Startups - (YTD)	Monthly	1,494	1,155	1144	254	519	751	-	-	Up is Good	Bad	
Eam	CJGE14	Median earnings of residents – Gross Weekly Pay (£)	Annual	523.10	526.50	476.90	-	496.00	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	508.30	517.90	529.60	-	529.60	-	-	-		
		Benchmark - Regional Data	Annual	465.20	479.10	479.00	-	480.50	-	-	-		
		Regional Rank (Rank out of 15)	Annual	1	1	9	-	5	-	-	-		

			Previous Years			2015/2016					Polarity	DoT	
			2012/13	2013/14	2014/15	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
ings	<u>CJGE68</u>	Median earnings of residents - Gross Weekly Pay (£) - Gender Pay Gap	Annual	78.80	98.50	98.9	-	85.1	-	-	-	Up is Bad	Neutral
		Benchmark - National Data	Annual	99	99.3	99.6	-	98.8	-	-	-		
		Benchmark - Regional Data	Annual	94	105.9	101.3	-	98.5	-	-	-		
		Regional Rank (Rank out of 15)	Annual	3	6	6	-	5	-	-	-		
Education	<u>CJGE17</u>	% of working age population qualified - No qualifications	Annual	6.50%	6.90%	4.80%	-	-	-	-	-	Up is Bad	Good
		Benchmark - National Data	Annual	9.70%	9.40%	8.80%	-	-	-	-	-		
		Benchmark - Regional Data	Annual	11.60%	10.60%	9.80%	-	-	-	-	-		
		Regional Rank (Rank out of 15)	Annual	1	1	2	-	-	-	-	-		
Employment	<u>CJGE03</u>	York's unemployment rate below the national	Quarterly	1.70%	2.00%	1.70%	1.80%	1.80%	-	-	-	Up is Good	Neutral
	<u>CJGE05</u>	% of Part time employees	Quarterly	32.20%	33.80%	31.40%	30.70%	30.60%	-	-	-	Up is Bad	Good
		Benchmark - National Data	Quarterly	25.80%	25.60%	25.50%	26.60%	25.50%	-	-	-		
		Benchmark - Regional Data	Quarterly	26.90%	26.70%	26.70%	25.50%	27.10%	-	-	-		
		Regional Rank (Rank out of 15)	Quarterly	15	15	15	15	14	-	-	-		
	<u>CJGE71</u>	Employment Rate (Male)	Quarterly	76.80%	75%	77.80%	77.30%	79.00%	-	-	-	Up is Good	Good
<u>CJGE72</u>	Employment Rate (Female)	Quarterly	73.10%	71.40%	70.40%	71.60%	65.40%	-	-	-	Up is Good	Bad	
Highways Maintenance	<u>emp1</u>	% of working age population in employment (16-64)	Quarterly	74.90%	73.20%	74.10%	74.40%	75.30%	-	-	-	Up is Good	Good
	<u>CES03</u>	% of road and pathway network that are grade 3 (poor condition) - roadways	Annual	15%	16%	NC	-	-	-	-	-	Up is Bad	Neutral
	<u>CES04</u>	% of road and pathway network that are grade 3 (poor condition) - pathways	Annual	5%	4%	NC	-	-	-	-	-	Up is Bad	Neutral
	<u>CES05</u>	% of Principal roads where maintenance should be considered (NI 168)	Annual	2%	2%	NC	-	-	-	-	-	Up is Bad	Neutral
	<u>CES06</u>	% of Non-principal classified roads where maintenance should be considered (NI 169)	Annual	5%	4%	NC	-	-	-	-	-	Up is Bad	Neutral
	<u>CES07</u>	% of Unclassified roads where maintenance should be considered (old BV224b)	Annual	11%	10%	NC	-	-	-	-	-	Up is Bad	Neutral
		Benchmark - National Data	Annual	17%	17.77%	-	-	-	-	-	-		
Benchmark - Regional Data		Annual	17%	15.91%	-	-	-	-	-	-			
	Regional Rank (Rank out of 15)	Annual	3	3	-	-	-	-	-	-			
<u>CES09</u>	Net additional homes provided - (YTD)	Monthly	482	345	523	NC	806	NC	-	-	Up is Good	Good	
	Net additional homes provided - Greenfield - (YTD)	Monthly	-	-	156	NC	45	NC	-	-	Neutral	Neutral	
	Net additional homes provided - Brownfield - (YTD)	Monthly	-	-	367	NC	761	NC	-	-	Neutral	Neutral	

			Previous Years			2015/2016					Polarity	DoT	
		Collection Frequency	2012/13	2013/14	2014/15	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
Housing and Planning	<u>CES13</u>	% of new homes built on previously developed land - (YTD)	Monthly	73.00%	84.00%	70.17%	NC	94.42%	NC	-	-	Up is Good	Good
	<u>CES905</u>	% of major applications determined within 13 Weeks (NPI157a)	Quarterly	50%	73%	81%	60%	71%	-	-	65% (Nat) 75% (Loc)	Up is Good	Neutral
		Benchmark - National Data	Quarterly	58%	70%	77%	79%	79%	-	-	-		
		Benchmark - Regional Data	Quarterly	61%	77%	81%	78%	84%	-	-	-		
	<u>CES910</u>	% of minor applications determined within 8 Weeks (NPI157b)	Quarterly	69%	77%	76%	63%	73%	-	-	65% (Nat) 75% (Loc)	Up is Good	Neutral
		Benchmark - National Data	Quarterly	68%	70%	70%	72%	74%	-	-	-		
		Benchmark - Regional Data	Quarterly	73%	74%	74%	78%	78%	-	-	-		
	<u>CES911</u>	% of other applications determined within 8 Weeks (NPI157c)	Quarterly	85%	91%	90%	78%	79%	-	-	80% (Nat) 89% (Loc)	Up is Good	Neutral
		Benchmark - National Data	Quarterly	81%	83%	82%	83%	83%	-	-	-		
		Benchmark - Regional Data	Quarterly	86%	87%	86%	89%	87%	-	-	-		
	<u>CJGE121a</u>	Average House Price	Monthly	£178,983.09	£187,258.27	£200,445	£210,951	£207,124	£205,106	-	-	Neutral	Neutral
		Benchmark - National Data	Monthly	£159,496.81	£169,016.87	£178,007	£157,065	£186,553	£188,700	-	-		
		Benchmark - Regional Data	Monthly	£114,290.25	£117,058.29	£120,914	£121,070	£124,473	£125,492	-	-		
Regional Rank (Rank out of 15)		Monthly	1	1	1	1	1	1	-	-			
Parking	<u>TSS08B</u>	% of tenants who say car parking is a major problem in their neighbourhood	Annual	24.40%	28.59%	33.78%	-	-	-	-	-	Up is Bad	Bad
	<u>YCC036</u>	Customer Centre Tickets issued - Parking	Monthly	-	-	18,554	4229	4595	4304	-	-	Neutral	Neutral
	<u>YCC107</u>	YCC Number of calls offered - Parking	Weekly	-	-	24612	5328	5299	4880	-	-	Neutral	Neutral
Public Transport	<u>CAN031</u>	P&R Passenger Journeys - (LI 3 b) - (YTD)	Monthly	4.38m	4.45m	4.51m	1.12m (Prov)	2.31m (Prov)	3.56m (Prov)	-	-	Up is Good	Good
	<u>CAN032</u>	Local bus passenger journeys originating in the authority area (excluding P&R) - (YTD) (LI 3 a)	Monthly	9.70m	10.38m	11.09m	2.77m (Prov)	5.41m (Prov)	8.01m (Prov)	-	-	Up is Good	Good
	<u>CAN032-A</u>	Passenger journeys on local bus services (Not comparable with CAN031/CAN032 - DfT measure - BUS0109a)	Annual	15.3m	15.6m	16.2m	-	-	-	-	-	Up is Good	Good
	<u>CAN033</u>	% of non-frequent scheduled bus services (fewer than 6 buses per hour) running on time (DfT measure - BUS0902) (LI 22a)	Annual	82%	84%	87%	-	-	-	-	-	Up is Good	Good

			Previous Years			2015/2016					Polarity	DoT	
			2012/13	2013/14	2014/15	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
	Indicator	Collection Frequency											
Road Safety	<u>CES14</u>	Reported number of PEOPLE killed in road traffic accidents (Calendar Year) (LI 13a)	Monthly	4 (2012)	0 (2013)	5 (2014)	1 (Prov)	0 (Prov)	0 (Prov)	-	-	Up is Bad	Neutral
	<u>CES14i</u>	Reported number of PEOPLE killed or seriously injured (KSI) in road traffic accidents (Calendar Year) (LI 13a (i))	Monthly	51 (2012)	58 (2013)	75 (2014)	18 (Prov)	16 (Prov)	17 (Prov)	-	-	Up is Bad	Bad
	<u>CES16</u>	Reported number of PEOPLE slightly injured in road traffic accidents (Calendar Year) (LI 13c)	Monthly	473 (2012)	463 (2013)	508 (2014)	113 (Prov)	136 (Prov)	84 (Prov)	-	-	Up is Bad	Bad
	<u>CES17</u>	Reported number of CHILDREN (0-15) killed in road traffic accidents (Calendar Year) (LI 13b)	Monthly	0 (2012)	0 (2013)	0 (2014)	0 (Prov)	0 (Prov)	0 (Prov)	-	-	Up is Bad	Neutral
Sustainable Travel	<u>CAN030</u>	The number of businesses signed up to the Eco Stars fleet recognition scheme	Annual	14	34	52	-	-	-	-	-	Up is Good	Good
	<u>CES26</u>	Index of cycling activity (AM Peak) from 2009 Baseline (4,622) (Calendar Year) (LI 2a(ii))	Annual	115% (2012)	122% (2013)	130% (2014)	-	-	-	-	-	Up is Good	Good
	<u>CES27</u>	Index of cycling activity (PM Peak) from 2009 Baseline (4,125) (Calendar Year) (LI 2b(ii))	Annual	115% (2012)	123% (2013)	125% (2014)	-	-	-	-	-	Up is Good	Good
	<u>CES28</u>	Index of cycling activity (12 hour) from 2009 Baseline (28,642) (Calendar Year) (LI 2c(ii))	Annual	115% (2012)	125% (2013)	129% (2014)	-	-	-	-	-	Up is Good	Good
	<u>CES33</u>	Index of pedestrians walking to and from the City Centre (12 hour in and out combined) from 2009/10 Baseline (37,278) (LI 1 (vii.i))	Annual	105%	106%	107%	-	-	-	-	-	Up is Good	Good
	<u>CES34</u>	% of customers arriving at York Station by sustainable modes of transport (cycling, walking, taxi or bus - excluding cars, Lift, Motorcycle, Train) (LI 4)	Annual	76%	73%	68%	-	-	-	-	-	Up is Good	Bad
Tourism	<u>TOU14</u>	Parliament Street Footfall	Monthly	7,941,059	7,844,253	9,616,941	2,131,369	2,361,747	2,125,920	-	-	Up is Good	Neutral



Economic Development & Transport Policy & Scrutiny Committee**16 March 2016**

Report of the Assistant Director Governance and ICT

Update report on implementation of outstanding recommendations from the Online Business / E-Commerce Scrutiny Review**Summary**

1. This report provides an update on the implementation of the outstanding recommendations (Annex A) arising from the previously completed Online Business / E-Commerce Scrutiny Review.

Background to the Review

2. At a meeting of the former Economic & City Development Overview and Scrutiny Committee (ECDOSC) on 28 January 2014 the Committee considered a briefing paper on a proposed scrutiny review of Online Business / E-Commerce in York.
3. Increasingly the traditional High Street retail sector is having to explore a multi-channel approach to reaching its markets, but independent businesses may not have access to the technology or skills to take advantage of new ways of earning custom.
4. The Committee agreed there was a need to encourage traditional retail and independent businesses to make the most of newer technologies and telecommunications and that this topic was suitable for review. The Committee agreed to set up a Task Group to carry out the work on their behalf and subsequently agreed the following review aim and objectives.

Aim

Identify how City of York Council may better support city businesses to develop their online opportunities and improve their sales, marketing and profitability.

Objectives

- i. Identify gaps in current support for online business and commerce
 - ii. Identify any barriers the business community may face to increasing online working and possible solutions;
 - iii. Investigate how a business, using online methods, can increase its profitability;
 - iv. Investigate mentoring / matching opportunities
 - v. Examine the opportunities for funding.
5. Over a number of meetings and visits the Task Group gathered evidence in support of the review and its conclusions and recommendations were endorsed by ECDOSC at the meeting in March 2015.
 6. The final scrutiny report was considered by the Executive in June 2015 when the recommendations were approved.
 7. At a meeting of the Economic Development and Transport Policy and Scrutiny Committee on 19 January 2016 members signed off recommendations 2,3,4 and 5 as having been fully implemented. They did not sign off recommendations 1 and 6 and agreed that a further update be presented to this meeting.

Options

8. Members may decide to sign off the remaining recommendations of the Online Business / E-Commerce Scrutiny Review where implementation has been completed and can:
 - a) Request further updates and the attendance of relevant officers at a future meeting should they consider the outstanding recommendations of the review have not been fully implemented or;
 - b) Agree to receive no further updates on this review

Council Plan

9. This review is linked to the Prosperous City for All and a Council that Listens to Residents elements of the Council Plan 2015-19.

Implications

10. There are no known financial, human resources, equalities, legal or other implications associated with the recommendation made in this report.

Risk Management

11. In compliance with the Council's risk management strategy there are no known risks associated with this report.

Recommendations

12. Members are asked to note the contents of this report and sign off the remaining recommendations in the Online Business / E-Commerce Scrutiny that have been fully implemented.

Reason: To raise awareness of those recommendations which are still to be fully implemented.

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Report Approved Date 7/03/2016

Wards Affected:

All

For further information please contact the author of the report

Annexes

Annex A – Implementation of remaining recommendations from the Online Business / E-Commerce Scrutiny Review.

Recommendations	Implementation March 2016
<p>i. Ask Cabinet to include in the Service Level Agreement for Make It York:</p> <p>a) Use the success of the Bishopthorpe Road Traders' Association to encourage other neighbourhood trader groups to collaborate on social media projects to increase business and profitability;</p> <p>b) Liaise with volunteer ambassadors to encourage local traders' groups to engage in joint efforts and form local associations;</p> <p>c) Use social media to spread news about deals, events and skills sharing e.g. digital newsletters and blogs;</p>	<p>Amendments to the Make it York Service Level Agreement (SLA) will be agreed after a year of operation, considering all the possible changes to it alongside resources provided.</p> <p>Currently these activities could fall within Make it York's remit within the SLA: To create more and better jobs in the City, measured by:</p> <p>An increase in the overall value of employment in the city (total resident employment income, per head of working age population) at 110% of the national rate of growth over the 3 year period. E.g. if national value of employment grew by 10%, we would be aiming for growth for York of 11%¹</p> <p>Jobs growth in high value priority sectors, including key science, technology and creative industries, at 120% of baseline econometric growth projections over the 3 year period E.g. if a priority sector was projected to grow in York by 10%, we would be aiming for growth for York of 12%</p> <p>"To be the 'single front door' in York for businesses and start-ups seeking a range of support, including a 'front door' for businesses accessing Council services, with high quality response, signposting and support "</p>

¹ In the circumstance that national growth or projections are negative, the target for York would be for to be for its performance to be better than these comparator figures

<p>d) Link to a range of networking Facebook and Meet Up groups with short descriptions of their purpose on its York Means Business website;</p> <p>e) Support continued business advice events along with the Local Enterprise Partnership and feature pop-up events on social media and the Council’s residents’ newsletters such as Your Voice;</p> <p>f) Provide wider training in social media and online skills where appropriate in bids for financial support to the relevant LEPS.</p>	<p>“To make York businesses and start-ups aware of the export provision / grants and finance / property in York / events / business support available to them, including provision through relevant regional bodies, such as the Local Enterprise Partnerships and Combined Authorities.”</p> <p>Nevertheless, how this is specifically delivered will be determined by Make it York and its board.</p> <p>Update from Make it York:</p> <p>a) Make It York is and have been working with the Bishy Road Traders Association for several months regarding their model. We have assisted the association to devise a ‘tool kit’ for other areas and this has been adopted by DLCG as part of the Best High Street campaign. We are also working with the Micklegate Business Initiative to establish themselves as a trade association. This is already incorporated with a number of events planned including the ‘Micklegate Run’ planned for this August.</p> <p>We’ve worked with the Proudly group to put on the Small Business Saturday Market last December which attracted over 17,000 shoppers. Currently working with the Fossgate association to put on a number of summer events planned around the summer street closure Sundays. We’ve encouraged the York Indie group (formed after the winter floods) to merge with the Proudly group and as with all of the above groups provided guidance to attract funding to</p>
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	<p>commission websites, social media platforms and engagement.</p> <p>Spacehive, the crowdfunding website for funding civic events and similar events as described above is due for launch on 17 March and the associations are encourage to use it for association events.</p> <p>b)The City was recently granted designation as a UNESCO city of Media Arts and through colleagues at Science York we have created the Guild of Media Arts with over 130 volunteer ambassadors whose remit is to:</p> <ul style="list-style-type: none">i) Act as custodians of the UNESCO designation for Media Art, Creative and Digital sectorsii) Develop a Media Alley Festival for the target sectorsiii) Develop and art award for schools and an apprenticeship program.iv) Promote the sector. <p>We've worked with Higher York on the Enhance Programme where we are helping a number of Chinese students to obtain internships and act as ambassadors for the city during their time here as well as after returning home from university. We are a founder member of the Hiscox Business Club working with small entrepreneurial start-up companies to offer accommodation, access to local mentors and facilities. Currently working with Virgin as part of the Virgin Start up Club.</p> <p>c) Make it York as an organisation has a dedicated social media</p>
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	<p>strategy which include Twitter, Linked In, Facebook, Pinterest, and Instagram. All of these platforms are used across the organisation to promote events, inform residents and businesses of local activities and opportunities from upcoming events to market trading opportunities. We also produce numerous newsletters that go out weekly and monthly.</p> <p>d) We don't have a dedicated section for meet up groups but we do offer to post events on behalf of groups on our events calendar. The website is currently being reviewed and a new site for MIY has been commissioned. It is unlikely that a section allocated to meet up groups but we will continue to offer an events calendar.</p> <p>e) We have a seminar programme and since November have had a 4 business support events attended by over 100 delegates with a further 5 planned for March. We continue to support the YNYER LEP to deliver the Pop up business cafes and recently held one at the Bike Shed. We work closely with both LEPs and have a big Rail Sector supply chain event in May. We use all of our social media platforms to promote the events.</p> <p>f) We are currently working with both LEPs on ESIF funded programmes for new and start-up businesses and both of these include a provision for skills training in general which is likely to include online skills</p>
vi. Ask the Director of Customer and Business Support Services to:	Make it York work with the core digital team within CYC and part of their remit is to ensure that city centre WiFi is readily available and

<p>a) Ensure WiFi availability in the city centre is publicised and clearly signposted;</p> <p>b) Examine the possibility (with Make It York where necessary) of engaging occupants of the proposed Guildhall Digital Hub to promote training in social media and online skills in communities across the city. Any group eventually formed to address this should include community outreach and respond to the recommendations arising from the recent scrutiny review on Disabled Access.</p>	<p>publicised.</p> <p>a) Free City Connect WiFi is available throughout the city centre and has been widely publicised online as well as physically within the city centre area. There are 14 City Connects zones within the city centre area. WiFi is also available in 13 libraries, 11 corporate buildings, 23 community buildings, seven older people's homes, six park and ride sites and all park and ride buses. WiFi locations in York are available at: https://www.york.gov.uk/info/20151/community_innovation/695/city_centre_wi-fi</p> <p>b) Consultation phase of Guildhall project began with Residents Festival 30/31 January 2016 which included York Past and Present a grass roots local history group which makes extensive use of social media for communications. A new Guild of Media Arts has been formed and is actively seeking new members at this time. The selection of a commercial operating partner to run the Guildhall complex as a Business club and serviced office venue will assess their track record / capability in facilitating outreach / working in partnership.</p>
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Economic Development & Transport Policy & Scrutiny Committee**16 March 2016**

Interim Report of the Economic Development Task Group

Development of York's Economic Strategy**Summary**

1. This report is to inform Members of the Economic Development & Transport Policy and Scrutiny Committee of the ongoing work of the two Task Groups established to help develop York's Economic Strategy.

Background

2. At a meeting of the Economic Development & Transport Policy and Scrutiny Committee (EDAT) in July 2015 Members were provided with a report on the development of the new Economic Strategy for York along with proposals on how the Committee could contribute in a cross-party policy development role.
3. The report noted that an economic strategy for York should help York businesses, Higher & Further Education and skills providers, City of York Council, Make it York, and any other relevant parties identify (a) the key challenges and opportunities for the future and (b) a prioritised action-based approach for the city to address this.
4. It was also noted that the strategy is owned by the city as a whole, rather than it being a Council strategy. Many of the ambitions for the city can only be delivered with all sectors fully on board, so it is important that the assessment of challenges, opportunities and priorities is led by the business community, working in partnership with the Council and other bodies.
5. In March 2015, more than 50 key organisations and people in the city came together to consider which were the most important elements of any new economic strategy for the city and seven priorities were identified:

- A tangible shift to higher value sectors and jobs
- Unlocking brownfield sites for jobs and housing
- Enterprising skills at every age
- Tackling congestion to employment sites
- A world leader in bio-renewables and agri-tech
- A creative city uniquely utilising its distinctive heritage
- A leading rail hub in every way.

6. The Committee agreed to select two of these priorities for review; unlocking brownfield sites and a creative city and appointed four Members to serve on each of the two Task Groups:

Creative city

Councillor Cullwick
Councillor Cuthbertson
Councillor Myers
Councillor Rawlings

Unlocking brownfield sites

Councillor D'Agorne
Councillor Barnes
Councillor Gates
Councillor Warters

7. The Committee agreed the remit for both Task Groups should be:

Aim:

To actively engage with and contribute to the Economic Strategy development process.

Objectives:

- i. To enable the Committee to fulfil its policy development role in a tangible way, contributing to the key decisions and actions to be taken around York's economy for the next five years.
- ii. To attend and contribute to cross-sector workshops arranged to develop proposals for the seven priorities listed above and to understand the views of experts and partners.

- iii. To meet relevant officers to consider further evidence of what works and best practice in other cities and become involved in broader consultation with other interested parties.

Background to Creative City Review

8. York has a rich history and is one of the premier heritage cities in the UK representing impressive architecture and attractions drawing from a number of historic periods.
9. The challenge, however, is not just a city stuck in the past but to use its past and present in unique and dynamic ways for the benefit of York's economy and those who live in and visit the city.
10. There are many strong examples of creative use of marrying the old and the new, from Aesthetica Short Film Festival and Blood and Chocolate to the design of the city council's West Offices headquarters and tourism apps.
11. York's creativity is internationally recognised through designation as a UNESCO Media Arts City and there are many world-class creative organisations based in York and operating globally, particularly in distinctive sub-sections of museum and stage interpretation; live streaming; digital archiving and arts media.
12. York is one of the few cities to have all these ingredients together (many of them unable to be replicated by others as they have been hundreds of years in the making) presenting an opportunity for the city to truly shine out among the competition on a global scale if these strengths are harnessed effectively in shaping a prosperous and productive city.

Information gathered

13. On 16th November 2015 Members attended a Creative City workshop chaired by Jane Lady Gibson and including representatives from businesses and academic organisations in the city. It was stressed that York Economic Strategy was not simply a City of York Council initiative but a strategy for everyone and that effective partnership working was a key to success.
14. The workshop included roundtable and group discussions after which priorities were suggested in three categories: those which could be achieved at no cost; projects costing £1 million and projects costing £50 million.

15. The guiding concepts behind the suggestions were:

- Foster civic and community pride, and empower residents
- Connect both commercial and creative decisions where there are synergies and can complement (e.g. new developments)
- Innovative management of capacity and communication
- A business, community and cultural call to action
- Education of residents
- Stop the 'own goals'
- Lower our tolerance to issues such as goods vehicles parking on double yellow lines.

16. The key suggestions from the Creative City workshop are detailed in Annex 1.

Background to Brownfield Sites Review

17. York's growth is constrained by its historic geography and nature. The city does not have a confirmed Local Plan in place to indicate sites where development will be supported and areas to be protected from development.

18. This can mean desirable planned development can be harder and has led to pent up demand for high grade commercial and residential development.

19. Because of a lack of supply, house prices are unaffordable for many residents while there is a lack of available quality business accommodation to support inward investment and high value indigenous growth.

20. The goal is for key housing and employment sites to be delivered to support the city's economic growth and York has a clear planning framework in place which strategically directs where developments should and should not take place.

Information gathered

21. On 27 November 2015 Members attended an Unlocking Brownfield Sites workshop including representatives from businesses, developers, property agents and academic organisations in the city. The workshop included roundtable and group discussions after which priorities were suggested.

22. These discussions centred around six key sites in the city: York Central; British Sugar; Nestle Cocoa Works; Hungate; Southern Gateway and Terry's Chocolate Works, a total of 135 hectares of brownfield land with the potential for more than 5,500 new homes; space to accommodate more than 10,000 jobs with GVA in excess of £900 million in sustainable development locations with high levels of public transport accessibility.
23. The challenges are:
- Lack of quality office space in the right locations for businesses to grow and new higher value businesses to locate
 - Constrained historic nature of land/sites/buildings in York
 - Upfront infrastructure challenges around York Central as a key site
 - Constrained evidence of demand for commercial accommodation because of historic undersupply
 - High demand for housing, and affordability challenges
 - Lack of a local plan
24. Key suggestions from the Developing Brownfield sites workshop are detailed in Annex 1:

Evolution of Economic Strategy

25. While Task Group members agreed that the workshops were valuable, they felt that the key actions in the Economic Strategy are interlinked and cannot be considered in isolation.
26. And since the formation of the Task Groups and the subsequent workshops, the draft Economic Strategy (Annex 2), into which the Task Groups have had input, has evolved into eight essential programmes and actions:
- Deliver York Central Enterprise Zone and high-speed rail hub;
 - Deliver a Local Plan that supports a high value economy;
 - Take practical steps to retain graduate talent in the city;
 - Drive real business growth at Heslington East and Sand Hutton;
 - Lobby for investment in key transport networks;
 - Use local business rate freedoms to drive high-value growth;
 - Make a fresh and loud statement of cultural and visual identity;

- Bring businesses together in creative low-cost ways.
27. At a joint meeting of the two Task Groups in late January 2016 it was agreed that rather than focus on two individual elements of the strategy it would be better if EDAT took a holistic approach and focused on the priorities and actions where the Council can play a role.
28. Key suggestions proposed by members of the Task Groups to develop the Economic Strategy were:
- Develop an integrated transport strategy which looks at the bigger picture to try and facilitate a more sustainable form of transport;
 - Build on the successes of the past, such as park and ride, when developing sustainable transport solutions;
 - Attract key employers to the city to enable higher paid jobs;
 - Attract higher value jobs to the city so people will stay here rather than moving away;
 - Examine how the actions measure against the Local Plan. What will be the figures for housing? There is also a need for more urgency with the Local Plan;
 - Develop opportunities to retrain as part of a high wage economy so as to make more use of existing skills and enable people to upskill;
 - To understand the demand for Grade A office space and if that means a feasibility study then the sooner the better;
 - Need to turn the growing Agri-tech business into a major selling point;
 - Develop the riverside as a leisure and tourism attraction;
 - Redevelop existing sites in addition to large scale developments such as York Central.

Analysis

29. Task Group members were aware of the need to attract high-value employers to the city. Without these employers it is unlikely the evolving

Economic Strategy will take off. The Enterprise Zone is the key and the city needs to play to its strengths to attract the right sort of employers.

30. The city has a highly educated workforce (over 40% with a degree or equivalent) with continual new talent from the city's universities and colleges. However, a skew towards low productivity sectors means there are more people on lower wages with poorer chances of progressing to better paid jobs, and there is less money flowing in York's economy
31. A mismatch between skills and jobs means many residents are doing lower-skilled jobs than they potentially could; talented people leave the city for jobs elsewhere and businesses cannot find staff to fill certain vacancies. However, York consistently has one of the lowest unemployment rates in the UK, which is good for residents and also for businesses recruiting people with a good record of work
32. York is seen as an attractive and desirable place to live and established businesses want to move to somewhere nice to live with good transport links. The city is a key hub on the UK's rail network, less than 2 hours from London and with direct connections to every major city economy in England and Scotland.
33. The Task Groups realised a weakness in the strategy is strengthening the value of jobs. This should be a headline point. In addition to York Central there needs to be a secondary strategy for relocating existing jobs and retaining existing employees. These jobs need to be relocated to the most logical places to keep them in the city.
34. A lack of available land and good quality city-centre office space means it is harder to attract new companies or retain growing businesses, especially ones providing the best jobs.
35. One of the main objectives of the strategy should be that people do not have to leave York. It is a beautiful city but there is a need to provide employment that increases wages so it retains employees. Students want to stay in the city but there are not the employment opportunities or housing they can afford in relation to those employment opportunities.
36. The Task Groups noted that York should be an exemplar of a sustainable culture and in developing brownfield sites there should be measures, including high-quality public transport, to prevent the need for car usage. Indeed, congestion, especially around Northern outer ring road, is a problem for businesses located or travelling in this part of the city; and there is a lack of demand for business premises there.

37. The city also needs to demonstrate its resilience in the face of climate change and how it has learned lessons from the Christmas 2015 floods.
38. Finally the Task Groups agreed that in formulating an Economic Strategy, it was recognised that residents want to protect the special character and setting of the city, including protecting – for the most part – the surrounding countryside or informal Green Belt.

Further Information gathered

39. To complete the review in the most efficient and effective manner the Task Groups agreed a working party comprising Cllrs Cuthbertson, Rawlings and Barnes to progress the work.
40. The working party met for the first time on 3 March 2015 to consider the draft Economic Strategy and officers gave an update on the progress of the strategy and the consultation that had taken place with the business community.
41. The working party agreed that a collaborative approach was vital to the delivery of the strategy and that the Local Plan would have a key impact on its delivery. They also emphasised the key role the development of York Central would have on the successful delivery of the strategy.
42. They accepted that the tourism sector did not require direct intervention although tourism could impact on some elements of the strategy.
43. They noted that the previous strategy had too many priorities and the point of the refresh is to concentrate on what can be achieved and delivered along with partners.
44. Members also had further input into the presentation of the draft Economic Strategy and suggested amendments to ensure clarity in its layout, with a greater focus on the positive choice that was being recommended, ahead of the final report being presented to the York Economic Partnership.
45. When considering the mechanism by which the strategy would be formally approved it was agreed that it would be useful for the Executive to recommend the strategy to the city.
46. They agreed that an interim report be made to the next meeting of EDAT on 16 March when recommendations to be included in the draft final report can be considered.

Conclusions

47. Whilst the Economic Strategy is a shared strategy for all partners in the city, there is a need to ensure political buy-in at all levels, cross party, as well as a clear line of accountability and measurement of outcomes. There is also a need for politicians in the city to stand by the strategy and undertake positive decisions that aid progress against the strategy.
48. York has the highest skills level of any city in the North but the city's wages fall below the national average in comparison due to a disproportionate skew towards low value sectors such as tourism and retail and there is a need to create the right environment to address this imbalance.
49. Enterprise status for York Central presents the city with a unique opportunity to promote economic growth and the delivery of the new Central Business District element of York Central and the potential to provide around 7,000 high-value jobs. At present the lack of available land and good quality central office space means it is harder to attract new companies or retain growing businesses.
50. There is an appetite within the business community for a collaborative approach for an economic strategy for the city focusing on developments that can be achieved and delivered.
51. The cross-sector workshops arranged to develop proposals, which EDAT Members attended and made contributions, helped form the basis for the delivery of the draft Economic Strategy.
52. Key priorities identified by EDAT members, such as the focus on high-value jobs, a need to understand the demand for high-quality office space in the city, to turn the growing Agri-tech business into a major selling point, steps to retain talent within the city and making sure transport policies include sustainability as well as major roads and improvements, have all been incorporated into the draft strategy. EDAT Member revisions to the draft Economic Strategy presentation papers were also accepted.

Options

53. Members are asked to consider recommendations to be made in the draft final report, or not.

Council Plan

54. The proposals for a new Economic Strategy relate closely to the Prosperous City for All and a Council That Listens to Residents elements of the Council Plan.

Implications

55. There are no implications linked to the recommendation in this report. Implications linked to the recommendations in the draft final report will be identified and addressed.

Risks

56. There are no risks associated with recommendation in this report. Risks linked to the recommendations in the draft final report will be identified and addressed. However, there could be risks to the long-term economic wellbeing of the city if there is no coordinated effort by City of York Council and its partners to deliver a comprehensive and focused economic strategy.

Council Plan

57. The proposals for a new Economic Strategy relate closely to the Prosperous City for All and a Council That Listens to Residents priorities of the new Council Plan.

Recommendation

58. Members are asked to consider what recommendations they want to make to help deliver a focused and achievable Economic Strategy for the city.

Reason: To enable the Economic Development and Transport Policy and Scrutiny Committee to have further input into the delivery of York's Economic Strategy.

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Report Approved **Date** 7/03/2016

Wards Affected:

All

For further information please contact the author of the report

Annexes

Annex 1 – Key suggestions from Creative City and Brownfield Sites economic strategy workshops.

Annex 2 – Draft York Economic Strategy 2015-20.

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Key suggestions from Economic Development Strategy workshops

Creative City

Category	Suggested Action	Potential next steps
Facilitation costs only	Leaders of the city (to be defined) to come up with a shared articulation of what we want York to be like economically, culturally and visually in 30 - 50 years time (vision) and what its distinctive and unique characteristics will be which mark it out from other cities. This vision should be something which all key parties (again, to be defined) can sign up to but which provides strong, ambitious leadership for the City, makes clear judgment calls, takes into account future national and global trends, and informs future decisions about development and focus.	Need to understand whether there is appetite for parties to undertake such an activity and commit to following through over a number of years (decades?) on making it something which affects what happens in practice.
Facilitation costs only	Put on a big party or equivalent event which people <i>want to come to</i> so as to engender familiarisation and trust between diverse partners in the city who would not usually mix but are key to York's success.	If appetite for this, group of businesses/ others to initiate (should not be public sector led for branding purposes).
Facilitation costs only	Key events and festival organisers in the city come together each year to jointly plan and coordinate annual festival/events programming, starting from 2017.	A volunteer to gather the relevant people together to begin to plan.
Facilitation costs only	Initiate and equip a group of senior advocates with significant	Make it York to take forward within

	national/international influence with a small number of key messages to support lobbying, the promotion of the city, and attracting potential inward investors in high value sectors - some investment could be made into this particularly around inward investment.	existing remit (with support from Council on lobbying angles)?
Facilitation costs only	When up for renewal, re-commission Park and Ride contract for greater evening use/overnight capacity.	City of York Council to explore the business case for this
Facilitation costs only	Set up a virtual shared marketing team of marketing officers from key organisations and businesses in the city to spot opportunities to cross-promote York and key messages.	Make it York to initiate with key members and partners in the city?
Facilitation costs only	Run and promote widely architectural design competitions for each major new development in the city over the next few years.	CYC and landowners for key developments to understand how this would work / when / how for each major upcoming development
Category	Suggested Action	Potential next steps
Some cost (£1-5m)	Set up a fund for pump priming business/3rd sector ideas for economic and cultural development where a sustainable income can be developed (0% loan), with a panel of businesses assessing submissions.	Small group work up proposition for LEP / Council to consider.
Some cost (£1-5m)	Develop the Guildhall into a vibrant hub for businesses, particular around digital and creative sectors.	Continue work to develop business plan and seek external investment.

Some cost (£1-5m)	Roll out a comprehensive creative approach to digital signposting / communicating what's on and things to do in the city, which is accessible both virtually (e.g. through apps) and physically at key points in the city.	A group of people work up idea, business case, gap funding required and potential sources for funding.
Some cost (£1-5m)	Develop an improved digital toolkit including web presence for promoting the city.	Identify where this sits alongside other priorities, as potential to be delivered through Make it York.
Some cost (£1-5m)	Deliver a new major large scale annual creative festival of Media Arts: Mediale.	Continue to seek external funding for concept.
Some cost (£1-5m)	Invest small amounts to incentive/subsidise events organisers to spread festivals across the city to areas which may not yet be fully commercially viable to stimulate the market.	Small group work up proposition for Make it York / Council to consider.
Some cost (£1-5m)	Continue investment in maintaining the public realm and attractiveness of city centre.	Identify where this sits alongside other priorities, as potential through York BID and City of York Council capital maintenance programme.
Some cost (£1-5m)	Deliver a sustained collaborative marketing/PR campaign promoting and contributing to delivering the changes of perception needed for our articulated vision for York (see below).	Get a clear sense of joint vision, messages and audiences - is there sufficient alignment or is segmentation required? Possibly through vision/marketing actions below first?

Some cost (£1-5m)	Deliver a collaborative marketing approach for York as a family friendly city.	This branding could hinder the attractiveness of York for young single people working within creative, digital, enterprising industries, and reinforce existing 'uncool' brand. It would be better for marketing to flow out of vision exercise perhaps?
	Make creative use of Stonebow house, subsidising market rates to enable creative activities to happen there	A group of people work up idea, business case, gap funding required and potential sources for funding
Category	Suggested Action	Potential next steps
Big Ideas (£50-100m)	Plan and deliver comprehensive all-year-round lighting for the city centre which can used dynamically, be adapted seasonally and used to tell stories - to be an attraction in itself encouraging evening economy	A group of people work up idea and business case, gap funding required and potential sources for funding
Big Ideas (£50-100m)	Develop a new iconic public open space around Eye of York, with architecture that is an attraction in itself and reason to re-visit/re-think York, and where things happen	A group of people, including those who own the land or leading on the development, work up idea and business case, gap funding required and potential sources for funding

Big Ideas (£50-100m)	In addition to simply unlocking the York Central development, invest extra in creative contemporary architecture and space planning on the site with the unique opportunity of a 'blank space' to produce something truly distinct and memorable and with an iconic building as a focus point (e.g. conference centre/business space/other) and attraction in itself.	A group of people work up idea and business case including how it would affect viability of site delivery, in discussion with existing partnership, including additional sources of funding this could open up.
Big Ideas (£50-100m)	Commission a comprehensive, creative and accessible means for the digital presentation and exploration of the city, including virtual achieving and broadcasting of cultural heritage to be realised.	A group of people work up idea and business case, gap funding required and potential sources for funding.
Big Ideas (£50-100m)	Undertake a development to open up the riverbanks	A group of people work up idea, business case, gap funding required and potential sources for funding.
Big Ideas (£50-100m)	Create a creative bubble to explore and discover, possibly around Micklegate.	Too costly to justify
Big Ideas (£50-100m)	Provide funding for start-ups to make York a centre for students starting businesses	Not sure there is a market failure, there is a wide range of access to finance for start-ups already available

Brownfield Sites

Evidencing Demand

i	Set up a consultative group of local property agents, developers and business leaders with City of York Council to better quantify/qualify the evidence of demand on an ongoing basis	Partnership initiative	Can be initiated with a group of people from those which met for the workshop
ii	Compile and maintain a set of data of deals and availability of property, enquiries, occupancy of key business parks	Partnership initiative	Could be a product delivered by the above group
iii	Compile and maintain documented demand for new premises from existing businesses with desire to expand	Make it York-led initiative	Make it York take forward within existing set of responsibilities
iv	Independent market analysis of York Central office proposition drawing on national demand studies	Partnership initiative	CYC to explore
v	Deliver an advanced smaller test case office development on York Central with public/private financing to release latent demand and demonstrate viability	Proposal for external investment	A small group work up business case
vi	Market sites to developers/end users/government departments, including through high profile York people, local and national property agents and with a key sector focus	Make it York-led initiative	Make it York take forward within existing set of responsibilities

Taking Forward Complex Brownfield Sites

vii	Create, promote and keep up to date a clear pipeline of worked-up projects for LEP funding streams and/or private investment	Council-led initiative	Council facilitate developing clear business cases for gap funding with landowners
viii	Use business rates retention to fund upfront infrastructure costs	Council-led initiative	Explore once national business rates policy clearer
ix	Where there is a viable business case, short term interim uses - generate revenue on site as an initial return	Partnership initiative	If there are particular proposals, these can be considered
x	Set up a local development company	Council-led initiative	Assess cost/benefits/requirements/best structures
xi	Explore district heating network to which new businesses could connect (to be laid at the same time as drainage and other utilities thus keeping costs down but providing low energy costs for future occupiers)	Proposal for external investment	Understand outline business case and whether there is evidence this would provide a driver for accelerated development / business location
xii	Explore local bonds as a means for financing site development or infrastructure required to unlock	Council-led initiative	Understand where this has worked and whether the conditions in York / with key sites are likely to match this type of financing
	Deliver an advanced smaller test case office development on York Central with public/private financing	Proposal for external investment	A small group work up business case

	to release latent demand and demonstrate viability		
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Local Plan

xiii	Private sector and CYC work together to feed in 'on the ground' market and economic evidence for local plan	Partnership initiative	Initial meeting between CYC and a few property agents to support commercial space assessment
xiv	Deliver a realistic and flexible local plan which forces the point that there has to be change - housing development in greenbelt with social housing policy that really bites	Council initiative	Highly political, so likely to be down to influence and debate. Private sector to provide clear voice within Local Plan forums
xv	Communicate stronger PR message on Local Plan to sell it to public, including engaging more of business community in working group meetings not just 'objectors'	Council initiative	Communicate out details and dates of working group meetings to list of potentially interested businesses/stakeholders

YORK ECONOMIC STRATEGY 2015-20

Annex 2

Choosing a better story



INTRODUCTION

Experience shows that writing a strategy is the easy part. Delivering it is what really matters, and this should be in the forefront of our minds.

Regardless of what is written in a document, our 'economic strategy' will be the things we do over the next 5 years.

No more. No less.

No matter what the phrases we overlay as ambitions or objectives, our 'priorities' will be what we focus our resources and energies on in practice.

At the outset we have a choice about what those things will be and how we will make them happen.

The following pages therefore set out our considered view, as key partners in the City, on what these decisions should be.

These choices are important, so they are the result of much debate and deliberation over the last year, taking heed of the input and ideas from over 100 businesses and delivery bodies in the city, as well as the evidence available. This has got us to a position where we can focus on making real decisions.

It is in these choices, and our ability to follow through on them, that we begin to compose the narrative of our City's future.

Clearly, businesses, skills providers and the public sector will only be part of the story. External and global actors will have an impact. However, based on what we know now and the results of our consultation exercise, this paper outlines what we need to do next as a city.



THE SCENE IS SET

Summary of where we are now; strengths, weaknesses, opportunities and threats

The last few months of 2015 provide a suitable backdrop to the future of York's economy.

- Enterprise Zone status for York Central brings the City's much vaunted landmark development within grasp, with the potential of around £100m of additional retained business rates.

- The relocation of the high value insurance firm, Hiscox, to the City and their associated business club which allows local small businesses to operate in their high quality offices in Hungate.

- £50m has been allocated by the Government for agri-tech Centres of Excellence at Sand Hutton, cementing York's position at the vanguard of agri-food and bioeconomy sectors.

- We have seen a decisive vote in favour of creating a Business Improvement District in York to deliver £4m private sector-led investment in the City Centre over the next five years.

- The hard work of Bishopthorpe Road traders has been given the recognition it deserves through its award for the 'Best British High Street'.

These achievements are foundations to build on, and a springboard for the future success of York. This should be seen alongside the City's exceptional rail connectivity, high ranking further and higher education, resident qualification levels, low unemployment and general quality of life.

Yet delve a little deeper, and the same challenges which York has faced for many years threaten to become permanent fixtures:

Despite having the highest skills levels of any city in the North, York's wages still fall below the national average in comparison due to a disproportionate skew towards low value sectors such as tourism and retail.

The lack of a Local Plan and new development in the City has resulted in a dearth of office space in good locations, meaning minimal opportunity for new high value jobs from inward investment or major business expansion in York.

House-building has also been constrained, with unaffordable prices for large parts of the local population.

Recent events also provided a stark reminder of the vulnerability to flooding of some York's business premises, and the effect this has on the City's economy.

Issues around congestion, graduate retention and external perceptions about the image of the City are other challenges which could be added to the list.

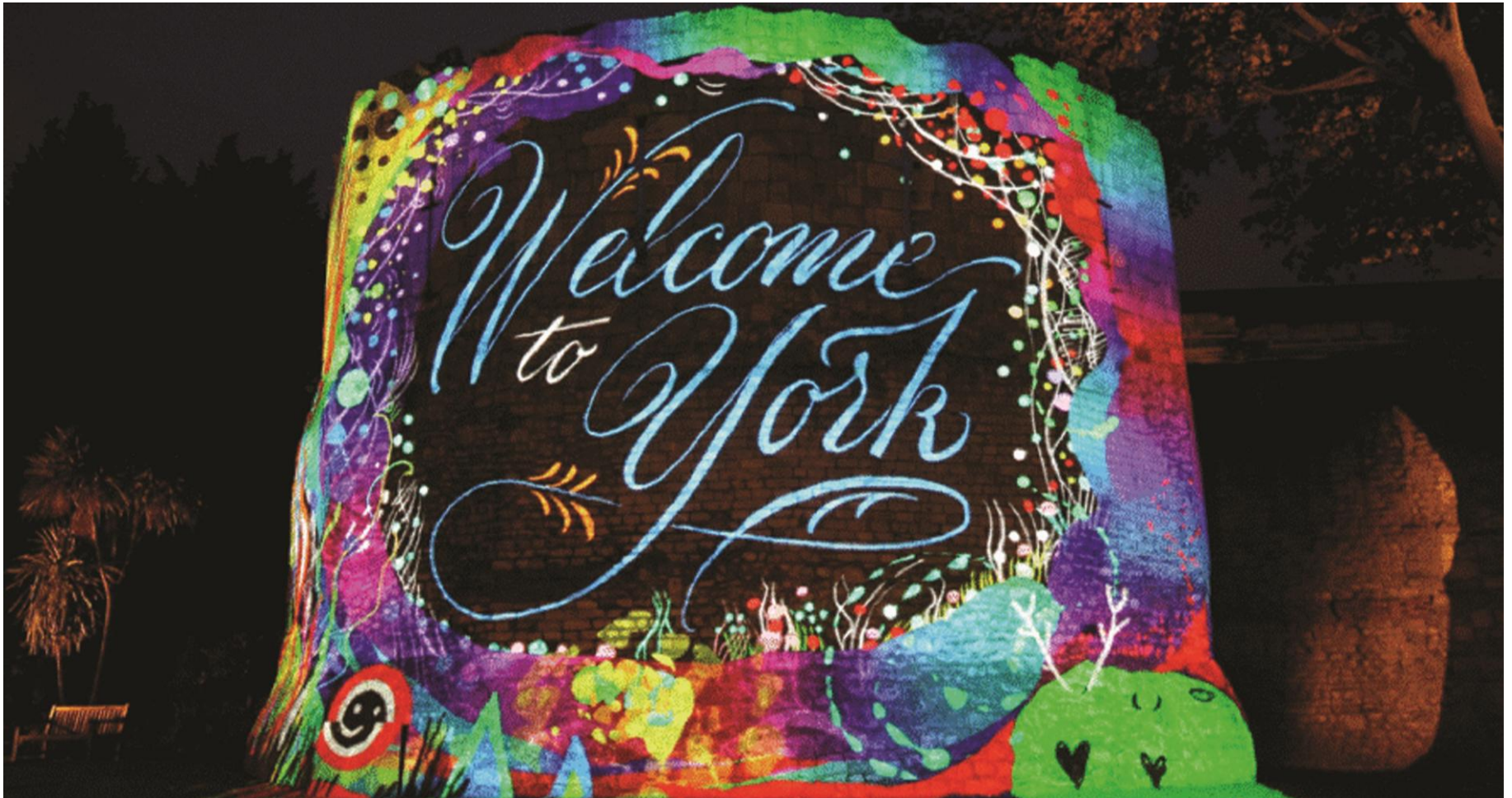
And all the while, other cities across the world are planning, striding forward, investing, competing. Standing still is not an option.

How will the story play out for York?

For full explanation of the evidence base of informing the actions we take, [click here.](#)

TWO TALES OF A CITY

Current projections of York's economy; vision and goals for what it could be



KEEP GOING, WE'RE DOING FINE...

Scenario one

Fast forward fifteen years or so, and one scenario could see York has retained its reputation as a top destination for tourism, education and quality of life, but has seen little shift in the underlying long term trends.

In this scenario is based on a continuation of current trends, the City's vibrant visitor economy has doubled in size, with successful promotional efforts in overseas markets, and new retailers attracted to the city. The City has also preserved its heritage environment, and has in fact digitised its archives to be openly accessible anywhere in the world. People love to visit York, and not only that, it is a pretty in-demand residential destination too.

The University of York has made its way back into the top 100 institutions in the world for academic excellence, as well as York St John rising up the rankings, with many of both universities' international alumni taking up top jobs at leading global firms because of its prestigious networks.

However, while student accommodation has abounded both on and off campus, University and research-led job creation never materialised with new business space de-prioritised in favour of more profitable land uses on the University of York campuses. Clifton Moor and Monks Cross soon became unviable after years of perpetual congestion, and applications for change of use to residential were an easy decision to make, continuing the trend of re-classification of office space seen for many other city centre properties over the period.

A few greenfield sites were forced through the planning process before a Local Plan was eventually agreed and adopted. For a complex mix of reasons, York Central's potential as a Central Business District is still not realised with only parts of the site developed.

The low growth of office space and business rates base has also had the added disadvantage that there is now no new money to invest in the City, affecting the provision of public services.

Despite a number of windfalls through change of use, housing in the City is now rated as the most unaffordable in the North. Not that it is actually the most expensive, rather wages are disproportionately low in comparison to other cities with similar demands on housing.

With tourism, retail and care continuing their long term trend as the city's biggest growth sectors, wages remained on a their steady downward trajectory over the entire period, placing York in the lower quartile of regional league tables, not only on wages, but on gross value added. These low-wage sectors, in fact, now account for around half of the jobs in the City.

After a number of the City's fastest growing digital, rail consultancy and professional services businesses left through lack of grow-on space, York has struggled to attract new inward investors to fill their place, further compounding the issue: other cities simply are a more attractive proposition.

Many residents work in jobs below their qualification levels. Few students stay on in the City now, instead heading to more diverse and creative cities such as Liverpool, Hull and Sheffield, which also have greater career prospects in high paying industries that York simply cannot compete with, like high value chemicals, energy, digital and bioscience. There is more of a young people's buzz and "scene" in other cities in the North, with York's cultural offering seen largely as heritage/pastiche, and for a non-resident audience.

The proportion of older people has increased significantly in York, with the needs of its aging population a contributor to rapid growth in York's care sector, although this, too, is constrained by the lack of affordable housing.

It is difficult to see where the City goes from here.

A POSSIBLE FUTURE IN NUMBERS:

WAGES:

£1,270 lower

York resident average annual real wages projections to 2030 vs. 2015 if doubling size of tourism and retail sectors achieved + baseline forecast maintained for other sectors*

BUSINESS SPACE:

Over 2million sqft less business space than in 2015

Continuation 2012-15 trend and committed developments for change in office and industrial space to 2030, largely as a result of changes of use

HOUSING:

5,500 shortfall

Continuation of 2012-2015 trend of net housing change versus local plan projected requirements (Arup, August 2015) to 2030



* Using Oxford Economic Forecasts and current national median wages for each sector to model future impact

CHOOSING A BETTER STORY

Scenario two

Fast forward fifteen years and we could see a very different story. York is recognised as the intellectual hub of the Northern Powerhouse, *the* place to do business for a number of distinctive industries which rely on the local high quality skills base.

The City Centre has been transformed. With York Central delivering a new Central Business District with significant quality office space, we have been able to protect other things that are held dear within the City; enabling a shift to higher paid jobs and housing within the means of local residents without compromising the unique qualities of York.

Through the growth in business rates base and the size and value of the Business Improvement District, an overhaul of the public realm in the historic quarter of the City Centre has been achieved and high quality developments delivered with long term sustainability in mind, improving the attractiveness of the City.

Growing business rates have also allowed us to unlock investment to address key blockages in economic growth, including improvements to the Outer Ring Road. With its impressive station regeneration, similar to the award winning scheme at King's Cross, and recently completed High Speed links, the City lives up to its status as one of six Northern High Speed transport hubs, enabling businesses and residents to access most of the major cities in the country in less than 90 minutes.

Whilst there has been growth in the number and quality of jobs in the tourism and hospitality sector, the largest growth has been in high value jobs, both through incoming businesses and growing indigenous businesses. Subsequently, by making the right choices around creating the right conditions for high value jobs, York has turned around the trends of falling wages and GVA per head. The economy is not necessarily massively bigger in terms of overall jobs, but these headline figures reflect the transformation to a better sort of economy, reflective of the abilities of the City's potential and the skills of its residents.

The decision to focus on high-value industries where York has a comparative advantage over other cities, particularly rail, insurance, agri-food and bioeconomy can now be seen as the right one.



York is now *the* place in the UK for value rail businesses. The global growth in infrastructure investment in high speed rail has created the need for a higher number of rail engineering consultants, and York capitalised on its specialism here.

In Financial and Professional services, businesses and the public sector in York worked to ensure that the combination of connectivity and liveability in the city was fully promoted to inward investors from the capital, looking to escape their higher staffing and accommodation costs.

The City is leading the way in UK agri-tech and bioeconomy research and businesses, with major multinational companies moving to York, and numerous innovative SMEs expanding from small initial setups in the City as a result of bespoke industry engagement facilities and accommodation focussed on business needs. The east of the City, including Heslington East, Dunnington and Sand Hutton is seen as a key European hub for this rapidly expanding global industry.

The City has made the most of its UNESCO Media Arts designation. A diverse programme of activities from internationally acclaimed festivals to coding clubs for school children is delivered entirely through sizeable private sponsorship from major international brands, and has made a tangible impact on the IT and creative sectors.



There is a strong creative scene spanning across disciplines, but with particular strengths in film and digital media building on continued major national and international investment in both of York's universities in this area.

Together with ambitious contemporary architectural design around York's Southern Gateway and York Central developments, this cultural vibrancy has caused a shift in the brand people associate with the City, and has played a key role in attracting and retaining talent. This has also been strengthened by a well established citywide graduate and apprenticeship programme enabling students to be able to stay in the city if they wish, and has allowed small businesses to gain particular skills and abilities through courses with significant local business engagement.

Tough decisions have been made on housing developments and affordable allocations, and together with collaborative work with neighbouring authorities and windfalls from change of use, house prices in York have bucked the trend of the likes of Harrogate, Bath and Chester; staying largely at 2015 ratios to average wages. This has kept home ownership within the reach of born-and-bred Yorkies, and there is a range of additional affordable options for those on lower wages.

People love being in York and the benefits of being able to enjoy both interesting and stimulating careers, and have a great place to rest and play too, as well as houses they can actually afford. The City has broad appeal, whether for sociable single in their 20s, families with young children, or those who have lived in the City for more than half a century. Neither a copycat nor a place clinging on to the past, York has creatively used its heritage and unique assets to cement its reputation as a distinct, exciting and beautiful northern City.

For full explanation of how we can measure this, [click here.](#)

IN NUMBERS: LONG TERM TARGETS

WAGES ABOVE NATIONAL AVERAGE BY 2025

Measured by ASHE data

BUSINESS SPACE + HOUSING REQUIREMENTS FULLY MET

Measured by planning records against Local Plan projections

PRIORITY HIGH VALUE SECTOR GROWTH AT LEAST 20% FASTER THAN PREDICTED

Measured by BRES data against Oxford Economics projections

EMPLOYMENT RATE, SKILLS + CONNECTIVITY COMPARATIVE ADVANTAGES MAINTAINED

Measured by being in top 10 Centre for Cities UK Rankings for indicators for the above areas where data recorded

A GREAT PLACE TO LIVE, WORK, STUDY, VISIT + DO BUSINESS



EIGHT ESSENTIAL TO-DOS

Programmes and actions



DELIVER YORK CENTRAL ENTERPRISE ZONE + HIGH SPEED HUB



DELIVER A LOCAL PLAN THAT SUPPORTS A HIGH VALUE ECONOMY



TAKE PRACTICAL STEPS TO RETAIN TALENT IN THE CITY



DRIVE REAL BUSINESS GROWTH AT HESLINGTON EAST + SAND HUTTON



LOBBY FOR INVESTMENT IN KEY TRANSPORT NETWORKS



USE LOCAL BUSINESS RATE FREEDOMS TO DRIVE HIGH VALUE GROWTH



MAKE A FRESH LOUD STATEMENT OF CULTURAL + VISUAL IDENTITY



BRING PEOPLE + BUSINESSES TOGETHER IN CREATIVE LOW-COST WAYS

1. DELIVER YORK CENTRAL ENTERPRISE ZONE + HIGH SPEED HUB

The *number one* priority for the next five years is delivering the new Central Business District elements of York Central: providing around 7,000 high value jobs and up to 120,000m² office led commercial space. Without this, it is unlikely we will achieve our ambitions of tangibly shifting York's wage, productivity or business space trends. As such, and as a complex project, there are a number of different elements which need to be taken forward. This work cannot be over-prioritised. We firmly believe that this provides an opportunity not just to provide an also-ran standard development, but to deliver something iconic and attractive which makes people sit up and take notice.

Directly linked to York Central is getting York Station high speed ready and moving towards it becoming a full regional multi-modal transport hub, which will both enhance the benefits of York Central as a business and housing location and cement York's excellent national and regional connectivity credentials.



We will...

IN PARTNERSHIP:

YORK CENTRAL AS FEASIBLE INVESTABLE PROPOSITION – Building on Enterprise Zone status, between Network Rail and City of York Council, get the site into a position where it is a feasible proposition for developers, delivering enabling infrastructure, necessary land clearance and acquisition and commercial partnership arrangements

LINE UP EXPANDING YORK BUSINESSES TO BE ANCHOR TENANTS ON KEY SITES - Compile and maintain documented demand for new premises from existing businesses with desire to expand, including enabling signing pre-lets where appropriate

TARGETED INWARD INVESTMENT THROUGH SENIOR ADVOCATES - Equip senior advocates to proactively sell the city, and specifically the York Central site, to inward investing businesses in high value sectors, with a rolling top 100 list of prioritised business targets

AS THE PUBLIC SECTOR:

INDEPENDENT DEMAND REPORT FOR YORK CENTRAL GRADE A OFFICE FEASIBILITY - Commission an independent report of demand for Grade A office space on York Central to demonstrate to market, and for planning decisions, the feasibility of high value commercial space on the site, as well as in the City Centre

PROMOTE MAJOR SITES TO INVESTORS + DEVELOPERS - Proactively promote key development opportunities through major property conferences, networking opportunities and other events

SEEK EXTERNAL FUNDING TO:

YORK CENTRAL ENTERPRISE ZONE - Fully deliver on the opportunity presented by York Central Enterprise Zone, sharing the risk and reward of borrowing against retained business rates as appropriate and ensuring enabling infrastructure, necessary land clearance and acquisition is in place.

YORK STATION HIGH SPEED HUB - Make the improvements necessary for York Station to be ready for HS2/HS3, maximise the impact of this opportunity, and be an multi-modal sustainable transport hub for the region

NATIONAL RAILWAY MUSEUM TRANSFORMATION – Upgrade/renovate the National Railway Museum to become a high tech science museum attracting a greater range of visitors and a key landmark driving footfall to York Central

EARLY TEST CASE OFFICE DEVELOPMENT ON YORK CENTRAL TO PROVE DEMAND - Invest in an advanced smaller test case office development on York Central with public/private financing to release latent office space demand and demonstrate viability of key sites

2. DELIVER A LOCAL PLAN THAT SUPPORTS A HIGH VALUE ECONOMY

York has been without a Local Plan for too long, leading to under-development and lack of strategic framework for long-term planning decisions. The first priority is to produce one. The second is to get it right, which, from an economic perspective, means enough business space of sufficient quality in locations the market is demanding to encourage high value jobs. It also means providing for the housing need to support this so that people who work in the City can also afford to own a home here, while balancing the need to protect the natural environment and character of the City. To deliver this in practice, we must ensure a robust evidence base, utilising our insight into the City's economy, market aspirations and failures, and future development opportunities to produce a sustainable plan for York.



We will...

AS THE PUBLIC SECTOR:

A LOCAL PLAN SUPPORTING A HIGH VALUE ECONOMY

- Deliver an ambitious Local Plan which allocates appropriate land enabling a high value economy (with the balance of new jobs created 20% higher than baseline projections in high value sectors), and the housing to support this

IN PARTNERSHIP:

PRIVATE SECTOR INPUT INTO LOCAL PLAN

– Deliver a unified private sector voice to articulate business space requirements in the City and work with the Council to evidence commercial demand.

3. TAKE PRACTICAL STEPS TO RETAIN TALENT IN THE CITY

Any successful economy requires skilled people to replace those leaving the labour market. With many young people in York going on to study and make a life elsewhere, York's pipeline of graduate and apprenticeship talent is essential to its economic vibrancy. London will always be a draw for many completing their studies, yet significant numbers of York students want to stay in the City.

Indeed, many take lower value jobs than they have the potential to do in order to keep living in York. On the other hand, with a smaller labour market than many urban centres, York SMEs, particularly within high value sectors, can struggle to find the talent and skills they need and do not have the recruitment budgets to promote jobs far and wide. There is more we can do to address these issues simultaneously and help the City to be a place where talented people can build a career and make a significant contribution with the skills they have.



We will...

IN PARTNERSHIP:

GRADUATE PROGRAMME FOR SMEs - Coordinate a shared graduate programme for SMEs which would otherwise be unable to do on their own, keeping talented people in York and equipping businesses

APPRENTICESHIP PROGRAMME FOR SMEs - Coordinate a brokerage service for SME apprenticeships, including higher level and degree apprenticeships, stimulating the marketplace as required.

PROMOTION OF YORK CAREER OPPORTUNITIES TO YORK STUDENTS

- Universities to proactively market York career options alongside paid-for national business promotion, including a complimentary stand at Careers Fairs for groups of York-based SMEs to promote opportunities across the York sector

4. DRIVE REAL BUSINESS GROWTH AT HESLINGTON EAST + SAND HUTTON

(particularly around agri-food and bioeconomy businesses)

York Science Park has already proved the impact university and research-led growth can have on a city. Yet while the likes of Cambridge, Bath and Manchester science and R&D base have continued to rapidly expand and impact the industrial makeup of the city, in York there still feels much untapped potential – particularly where the City has distinct comparative advantages. Part of this is simply due to limited suitable space, especially for larger businesses.

Through the University of York, Fera Science and others, York is already at the leading edge of many disciplines of bioeconomy and agri-tech research such as process innovation involving organic materials, crop protection, plant science and creating valuable products from waste. There is notable industry engagement through tailored facilities such as the Biorenewables Development Centre and recently announced agri-tech Centres for Excellence at Sand Hutton.

The next step on this journey of establishing the City as a major hub for these rapidly expanding global industries is to build on these foundations and realise the resulting indigenous SME growth and relocation of businesses. Similarly, at an earlier stage of the journey, now is the time for York's applied research excellence in film and digital creativity to be harnessed and affect tangible business growth. This means delivering the support and accommodation which the market demands and nurturing strong private sector-led networks to continue this work on a sustainable footing.



We will...

AS THE UNIVERSITY OF YORK:

HESLINGTON EAST AS HIGH VALUE INNOVATION-LED BUSINESS LOCATION - Market a business accommodation offer for Heslington East for developers to invest in and businesses to relocate

MAXIMISE LOCAL BUSINESS IMPACT OF DIGITAL CREATIVITY HUB - Maximise the support for local and regional SMEs through new Digital Creativity Hub as there is market demand.

AS DEFRA:

SAND HUTTON AS HIGH VALUE INNOVATION-LED BUSINESS LOCATION – Tailor and promote business accommodation on the Sand Hutton site according to commercial market demand, with a focus on agri-food businesses

IN PARTNERSHIP:

TARGETED INWARD INVESTMENT THROUGH SENIOR ADVOCATES (see also #1) - Equip senior advocates to proactively sell the city to inward investing businesses in high value sectors, with a rolling top 100 list of prioritised business targets

BIO-ECONOMY + AGRI-FOOD PRIVATE SECTOR LED NETWORK & INITIATIVES - Build on BioVale initiative to deliver a vibrant private sector-led agri-food and bioeconomy network with shared capacity to support initiatives going forward

BIOECONOMY / AGRI-FOOD ENTERPRISE ZONE - Deliver a bioeconomy and agri-food enterprise zone providing incentives around key sites which are tailored to attracting new businesses in these sectors, borrowing against future business rates to fund this

SEEK EXTERNAL FUNDING TO:

BIO-ECONOMY / AGRI-FOOD HUB(S) WITH SHARED ACCOMODATION & KIT (BIOHUB, CATAPULT CENTRE OR SIMILAR) - Where market failure or commercial opportunities identified, invest in accommodation, shared kit or for bioeconomy / agri-food businesses

5. LOBBY FOR INVESTMENT IN KEY TRANSPORT NETWORKS

York's excellent rail connectivity in particular is vital to the City's economy and making it an attractive place for businesses, residents and visitors. With significant national rail investment planned for the next 15 years at least, York must position itself to make the most of these opportunities. There are also a number of congestion pinch points which undermine otherwise viable and attractive commercial sites. Again, many of these fall outside of local control, but funding is available, so having clear propositions and influencing the decision makers will be key. The city has taken a strong approach to sustainable transport solutions, and we must continue our focus on deriving economic, social and environmental outcomes.



We will...

IN PARTNERSHIP:

COORDINATED LOBBYING AROUND RAIL CONNECTIVITY - Coordinate a joined-up, strategic and proactive approach to lobbying Government for continuing to improve rail connectivity to the City, including high speed improvements, electrification and integrated ticketing and pricing across North and West Yorkshire.

SEEK EXTERNAL FUNDING TO:

YORK STATION HIGH SPEED HUB (see also #1) - Make the improvements necessary to prepare York Station for HS2/HS3, maximise the impact of this opportunity, and be an multi-modal sustainable transport hub for the region

OUTER RING ROAD IMPROVEMENTS - Invest in improving A1237 outer ring road to ease congestion

A64 DUALLING TO SAND HUTTON - Invest in A64 dualling to Sand Hutton to enable benefits from high value business growth at Agri-food campus

SUSTAINABLE TRANSPORT INITIATIVES – Invest in initiatives which build on the city's strengths in sustainable transport around electric vehicles, Park and Ride and cycling

6. USE LOCAL BUSINESS RATE FREEDOMS TO DRIVE HIGH VALUE GROWTH



The Chancellor’s recent announcement that local areas will retain 100% of business rates raised and will be the means for providing local services, brings both opportunities and threats. These new powers and flexibilities must be used wisely and focus on priority outcomes if they are both to help achieve the economic ambitions in this strategy and provide a sustainable income stream for providing the frontline services residents need. Nevertheless, especially for a place like York, projecting steady increases in business rates base, coupled with Enterprise Zone status for York Central, such a policy provides the prospect of a previously unavailable major tool to impact the City, its economy and businesses.

We will...

AS THE COUNCIL:

BUSINESS RATES BORROWING FOR UPFRONT INFRASTRUCTURE COSTS - Once new national business rates policy is clear, explore the use of business rates retention to fund upfront infrastructure costs on key sites

BUSINESS RATE INCENTIVES FOR HIGH VALUE GROWTH - Once the national business rates policy is clear, explore and provide business rate incentives which encourage high value job creation (especially where they can be effectively fiscally neutral)

7. MAKE A FRESH LOUD STATEMENT OF CULTURAL + VISUAL IDENTITY

From an external perspective, few would argue that York wasn't 'nice' or 'pretty' – and these are part of our appeal. The challenge is to stay 'nice' and 'pretty', but also aim to be exciting, 'inventive', 'ahead of the curve' - the City characteristics which drive a vibrant economy .

Culture and visual identity play an important role in defining perceptions of a city. For York, perhaps the Minster, City Walls or the Vikings spring to mind.

With its recent status as a UNESCO City of Media Arts, new developments in the pipeline, many creative SMEs working with major international brands, and the opportunity of a Business Improvement District for the City Centre, York has a good a chance as ever to make new statements of intent that ensure people sit up and take notice; to rethink the perception of York as simply a place for a pleasant day out.

Promotional materials and communications will go some way, but in a noisy marketplace of cities as brands, an holistic and ambitious approach which affects the fundamentals as well as the narrative is required.

This won't work if we rely on local public sector subsidy or initiative – such an approach in fact narrows possibilities and dampens the scale of thinking we should be aiming at. Instead, commercial creativity and engaging major investors is the name of the game if York is to continue to make its mark and sustain and diversify its cultural vibrancy.



We will...

IN PARTNERSHIP:

CREATIVE MARKETING + PR TO CHANGE PERCEPTION OF CITY - Take forward a initiative together to promote and talk up a positive image of the city, delivering a sustained marketing/PR campaign and regularly communicate stories of business success in York to deliver business and investor confidence

AMBASSADORS PROGRAMME - Initiate and equip a group of senior advocates with significant national/international influence with a small number of key messages to support the promotion of the city to a range of audiences

COORDINATED MARKETING TEAM ACROSS ORGANISATIONS - Set up a virtual shared marketing team of marketing officers from key organisations and businesses in the city to spot opportunities to cross-promote York and key messages nationally and internationally.

TOURISM PRODUCT DEVELOPMENT AND MARKETING – Continue to creatively develop York’s tourism and culture offer, and to raise the city’s profile as a quality visitor destination through targeted campaigns

WEB + DIGITAL MARKETING OF THE CITY TO A RANGE OF AUDIENCES - Develop an improved digital toolkit including web presence for promoting the city

MAJOR ARCHITECTURAL DESIGN COMPETITIONS AROUND KEY DEVELOPMENTS - Run and promote national/international architectural design competitions for each major new development in the city over the next few years to help York become known for progressive contemporary urban design with sensitivity to its heritage

SEEK EXTERNAL FUNDING TO:

PUBLIC REALM ENHANCEMENT PROGRAMME - Invest in a programme of maintenance and enhancement of public realm in York city centre to improve its attractiveness as the 'shop window' of the city

YEAR ROUND CREATIVE LIGHTING SETUP FOR THE CITY CENTRE - Plan and deliver comprehensive all-year-round lighting setup for the city centre which can used dynamically, be adapted seasonally and used to tell stories - to be an attraction in itself encouraging evening economy

EYE OF YORK ICONIC DEVELOPMENT - Develop a new iconic public open space around Eye of York, with architecture that is an attraction in itself and reason to re-visit/re-think York, and where things happen

DIGITAL SIGNPOSTING & WHAT'S ON - Roll out a comprehensive creative approach to digital signposting / communicating what's on and things to do in the city, which is accessible both virtually (e.g. through apps) and physically at key points in the city

DIGITAL+CREATIVE SHARED ACCOMODATION & KIT (GUILDHALL OR OTHER) - Where market failure or commercial opportunities identified, invest in shared accommodation & kit for IT, digital and media arts businesses, for example, in an iconic building like the Guildhall as a hub

MEDIA ARTS FESTIVALS – Deliver high profile festivals which play into UNESCO branding, whether new opportunities such or growing existing international festivals in the city such as ASFF or Great Yorkshire Fringe.

8. BRING PEOPLE + BUSINESSES TOGETHER IN CREATIVE LOW-COST WAYS

While some of the most important interventions for York's economy for the next five years can be planned, experience tells us that many of the keys to unlocking will happen 'along the way' will come through relationships and conversations between all manner of businesses, organisations and individuals. The success of 'Bishy Road', generating the Hiscox inward investment lead, the development of a major international film festival, the creation of the BioVale innovation cluster and UNESCO designation are just a few things that didn't feature in the last Strategy, nor were initiated primarily by statutory partners or the biggest employers in the City.

Yet all of them came about through connected relationships and working together across different people, businesses and organisations in the city. By this, we don't mean through bureaucratic board meetings or stale old boys clubs, simply good mutual relationships between enterprising individuals. Such connectedness is, of course, excellent for effective communication, coordination and sharing of information but in a world built more on networks than control and command hierarchies, we should absolutely expect this is where some of the best ideas and initiatives will emerge.

In some ways, we have little control over these things, but we *can* help to nurture this sort of environment and culture. This doesn't have to cost lots of money, and in fact if it is only the public sector willing to stump up or coordinate, we're probably doing it wrong. This isn't about expensive conferences or networking events without purpose, but about bringing together diverse and enterprising people in interesting and stimulating contexts.

And who knows, the resultant impact in five years may be greater than many an elaborate programme?



We will...

IN PARTNERSHIP:

DIVERSE & INTERESTING INFORMAL NETWORKING OPPORTUNITIES (CREATIVE CONVERSATIONS OR OTHER) -

Provide informal enjoyable opportunities for creative and energised people (particularly not just the usual suspects) to come together to network, develop ideas which will benefit the city + enable serendipity to happen

DIRECTORS FORUMS AND/OR PRIVATE SECTOR LED NETWORKS FOR HIGH VALUE SECTORS -

Facilitate regular private sector-led forums to bring together key sectors in York for mutual support, promotion of the sector and to harness the key opportunities which arise from working together. An example of this would be the Guild of Media Arts or York Professionals.

NEXT STEPS

Actions for the year 2016/17

In the next year, you should see:

1. Partnership agreements including financials confirmed for York Central, with funding fully in place, including a mechanism for borrowing against future business rates. There should also be agreement on business and housing allocations through the Local Plan and progress towards taking the site to market.
2. An agreed Local Plan submitted which supports making a shift towards a higher value economy.
3. Progress towards a graduate scheme for SMEs, as well as a continuation of apprenticeship brokerage which has successfully adapted to changes in national policy. You should also be beginning to see York SMEs being represented at University careers fairs through collaborative agreements.
4. Firm vision and plans for future developments on Heslington East and Sand Hutton scoped and agreed by relevant parties, with next steps identified. There should also be progress on a clear pitch for businesses around options for locating their company on Heslington East or Sand Hutton which has been shared with property agents and key intermediaries. There should have also been continued progress and business involvement within the BioVale and DC Hub initiatives.
5. A clear list of priority transport asks, with feasibility work undertaken and outline business cases developed for major transport investments where they don't currently exist. This should form part of a clear lobbying strategy for influencing key individuals around relevant decisions.
6. A City of York Council response to the Government consultation on business rate retention, expected in Summer 2016. On a national level, we'd expect updates on government guidance and the parameters we will be able to set local business rates policy within.
7. An improved web presence for promoting the City to businesses considering locating in the city, an ambassadors programme launched and initial meetings of a coordinated marketing team across organisations, led by Make it York. You should also see feasibility work undertaken and outline business cases developed for identified major initiatives focussed on changing the perception/visual appearance of York.
8. Several creative networking events delivered, and sector networks happening within all key sectors and moving towards a self-sustaining position

MAKING IT HAPPEN

Conclusion

Regardless of what is written in a document, our 'economic strategy' will be the things we do over the next 5 years.

No more. No less.

At the outset we have a choice about what those things will be.

Sounds simple. The challenge is of course to follow through and make what we say needs to happen to happen in practice for the benefit of our residents, our businesses and our city.

Making it happen means we avoid the temptation to try to do everything and spread ourselves thinly with numerous other ideas and sub-strategies, being clear about opportunity costs in our decision making.

It also means proper alignment of operational resources, activities and approaches of key stakeholders such as the Council, Make it York, Universities and Local Enterprise Partnerships to the things that we know will make the biggest difference.

We must ensure strong delivery structures and accountability of the actions detailed here (which are outlined in an annex), while taking a supportive approach in problem-solving collaboratively where issues arise.

And where actions aren't just about a single organisation, it means genuine partnership working, not just at a board level, but allocating shared resources to deliver key programmes across private and public sectors, like was demonstrated so ably in the BID development process. Make it York could provide a good vehicle for this sort of approach.

Nevertheless, collectively, we now have a choice.

Today, we choose a better story.



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Economic Development & Transport Policy & Scrutiny Committee Draft Work Plan 2015/2016

Meeting Date	Work Programme
17 June 2015 @ 5.30pm	<ol style="list-style-type: none"> 1. Introductory Report including ideas on potential topics for review in this Municipal Year. 2. Update Report on Scrutiny Arrangements around Make it York. 3. Attendance of the managing Director of Make it York 4. Work Plan 2015/2016
22 July 2015 @5.30pm	<ol style="list-style-type: none"> 1. Attendance of Executive Members for: <ul style="list-style-type: none"> • Transport & Planning (Confirmed) • Housing and Safer Neighbourhoods (Confirmed) to detail their priorities and challenges for 2015/16 Economic Dashboard Update 2. To consider Executive report on Business Improvement District for York City Centre 3. Briefing Report on Economic Strategy. 4. Work Plan 2015/2016
15 September 2015 @ 5.30pm	<ol style="list-style-type: none"> 1. Attendance of Executive members for <ul style="list-style-type: none"> • Transport and Planning (Slipped from July, Confirmed) • Environment (Confirmed) 2. End of Year Finance & Performance Monitoring Report (Patrick Looker) 3. 1st Quarter Finance & Performance Monitoring Report (Patrick Looker) 4. Overview Report on Low Emissions Strategy including update of Air Quality Action Plan (Mike Southcombe) 5. Update report on iTravel (Neil Ferris) 6. Update Report on Implementation of the Recommendations in Higher Value Jobs Scrutiny Review (Mark Alty) 7. Work Plan 2015/2016
18 November 2015 @ 5pm	<ol style="list-style-type: none"> 1. Pre-decision Call-In. Air Quality Action Plan 3.

18 November 2015 Not before 6pm	<ol style="list-style-type: none"> 1. Attendance of Executive Member for Economic Development and Community Engagement. 2. Six Monthly Update Report on Major Transport Initiatives 3. Six Monthly Update Report on Major Developments within the city 4. Work Plan 2015/2016
19 January 2016 @ 5.30pm	<ol style="list-style-type: none"> 1. Verbal Report on proposed regular Transport Briefings 2. 2nd Quarter Finance & Performance Monitoring Report (Slipped from November) 3. Economic Dashboard Update 4. Update report on Business Improvement District 5. Update on Implementation of Recommendations in Online Skills / E-Commerce Scrutiny Review 6. Work Plan 2015/2016 including scrutiny reviews
16 March 2016 @ 5.30pm	<ol style="list-style-type: none"> 1. 3rd Quarter Finance & Performance Monitoring Report 2. Update Report on Economic Dashboard 3. Further Update on implementation of outstanding recommendations from Online Skills / E-Commerce Scrutiny review 4. Interim Report of Economic Strategy Task Groups 5. Work Plan 2015/2016 including proposed scrutiny topic around protection of grass verges.
20 April 2016 @ 5.30pm	<ol style="list-style-type: none"> 1. Economic Strategy review draft final report 2. Work Plan 2015/2016.
18 May 2016 @ 5.30pm	<ol style="list-style-type: none"> 1. Six Monthly Update Report on Major Transport Initiatives 2. Six Monthly Update Report on Major Developments within the city 3. Work Plan 2015/2016

June/July – Universal Credit

January 2017 – Wage Data Report

SCRUTINY TOPIC REGISTRATION / ASSESSMENT FORM FOR COUNCILLORS

What is the broad topic area?

The protection of grass verges in York.

What is the specific topic area?

i.e. what should be included & excluded from the topic? what are the driver behind the topic?

This topic is suggested in response to concerns about damage being done to grass verges across the city by vehicles, particularly in suburban streets.

Ambitions for the review:

i.e. what is the review trying to achieve & why e.g. financial / efficiency savings and/or performance improvements? what will be different as a result of the review?

The starting point for the review could be the following question:

“How can City of York Council work in partnership with residents to protect and improve the condition of grass verges?”

The ambitions for the review could be to:

- Establish the council’s current policies and procedures in relation to the management of grass verges
- Clarify the legal position in relation to issues such as parking on verges
- Assess potential options for protecting verges, such as the use of grass-filled plastic cells¹
- Seek out examples of policies introduced by other local authorities designed to maintain or improve the condition of grass verges
- Investigate any central government initiatives of relevance
- Make recommendations for action (which could, of course, include doing nothing)

1. Does it have a potential impact on one or more sections of the population?

Yes No

¹ See examples at <http://www.pavingexpert.com/grasspav.htm>

2. Is it a corporate priority or concern to the council's partners? Yes No
3. Will the review add value? and lead to effective outcomes? Yes No
4. Is it timely, and do we have the resources? Yes No
5. Will the review duplicate other work? Yes No

If the answer is 'Yes' to questions 1 – 4 and 'No' to question 5, then the Committee may decide to proceed with the review. To decide how best to carry out the review, the Committee will need to agree the following:

1) Who and how shall we consult?

i.e. who do we need to consult and why? is there already any feedback from customers and/or other consultation groups that we need to take account of?

Consultation could be undertaken with:

- Ward councillors
- Residents
- Parish councillors

2) Do we need any experts/specialists? (internal/external)

i.e. is the review dependent on specific teams, departments or external bodies? What impact will the review have on the work of any of these?

- Highways department

3) What other help do we need? E.g. training/development/resources

i.e. does this review relate to any other ongoing projects or depend on them for anything?

what information do we need and who will provide it? what do we need to undertake this review e.g. specific resources, events, meetings etc?

4) How long should it take?

i.e. does the timings of completion of the review need to coincide with any other ongoing or planned work