

Annex 2: Refreshing the York Economy Strategy for 2016-2020: The Processes

From the Policy and Strategy Team (Economy and Place)

Background

1. An Economic Strategy for York helps businesses, City of York Council, Make it York, higher and further education, skills providers and other interested parties identify key challenges and opportunities for the future. It also sets in place a robust framework for a prioritised, action-based approach for the City to address high level economic issues, as well as to encourage growth.
2. There is also a need to rationalise the overall number of strategies that have an impact on the economy of York, including, for example, the Skills Strategy and Digital Strategy. Doing this will provide more clarity and structure for the City in terms of our combined vision of what needs to be done to improve York's economy, as well as less complexity for partners.

Process undertaken

Step 1:

Evaluation of 2011/15 Economic Strategy

3. This assessment is the fundamental place to begin. It looks at our performance during the lifetime of the preceding Strategy and is an essential step to ensure that we learn from previous work.
4. We have looked honestly at our successes and failures, methodology and vision, and have subsequently taken a pared down approach to the formulation of the refreshed Strategy.
5. We have also considered, and then built in, allowances for diminishing resources available to the Council and the requirement for essential local business support.
6. A copy of the review is posted on the York *Without Walls* website in the 'Business' section, and is available to view at this link:

<http://www.yorkwow.org.uk/business-wow/>

Step 2:

Gaining business and key stakeholder involvement, and identifying key policy levers available to make an impact

The levers available at a local level

7. The 'levers' are tangible ideas and concepts that might have an impact on the economy of York in the future. Some we can influence, some we can not. Some can be anticipated, and might include business rate policy, minimum wage issues, some regulatory legislation, our lack of Local Plan, the development of York Central and the establishment of the Business Enterprise Zone.
8. Other things are harder to define and, therefore to estimate what impact there may be on the success of the City's economy. For example, we are not able to change lack of demand or promotion of women to the boardroom.
9. These ideas vary in importance from one individual or organisation to another, and a one-size-fits-all approach will not be sufficient to determine how we deal with them.

Gaining business involvement

10. Economic Development has always been led by business, and it is the remit of the Council and partners to create the right environment for growth to happen. In the current climate of dwindling resources, the Council can no longer take on the role of setting the priorities for the City, but nor can businesses be expected to carry the responsibility alone. A joint working approach, where everyone sits at the table to input into the future of York, needs to be established.
11. York Economic Partnership (YEP) has been working for the City for several years, and comprises of major businesses and business associations in York, key skills providers and City of York Council, with the focus of ensuring a thriving economy and quality jobs in the City. They initiated, and have been wholly supportive of the drive to refresh the Economic Strategy, using a City-wide led approach. They have also been fundamental to the success of the workshops and debate sessions.

12. Further examples of the work the group can be found at the York *Without Walls* weblink above.

Stakeholder groups

13. Individual and varied stakeholder groups were chosen to work with YEP on the Strategy and its priorities in order to preserve and maintain focus on key individual components. The groups gathered were more likely to have interest in specific topics and we needed to engage them for that expertise, rather than focus on every element of the Strategy. This was especially important when discussing priorities at the single theme workshops.

14. As well as using local insight, we also used regional and national data sources for context and benchmarking purposes. A good example of this was the use of the findings and analysis from the recent Leeds City Region Business Survey which provided valuable intelligence with which we could benchmark our performance.

Step 3: Understanding the local economy

15. Knowing our businesses and what our business needs are is at the very heart of the Strategy. An *'Overview of York's Economy'* is published online and provides an extensive and detailed understanding of the varying characteristics of the York economy, and how they might shape and impact our future work.

16. This piece of work included carrying out a complete econometric analysis of wage levels and gross value added (GVA), the employment picture for residents, key employment sectors, local business, the impact of tourism, and the predicted economic growth for the City over the next 15 years.

17. A SWOT analysis has also been conducted to explore the strengths and weaknesses of York's economy, threats to continued development, potential opportunities to be exploited and a look at external policy factors and pressures. The findings from this have been taken into account whilst compiling the final Strategy to ensure that as much as is feasible has been built into our actions.

Step 4:

Prioritising the most important things:

Agreeing on ‘major aspirations’ and ‘things to fix’

Collating existing priorities

18. Analysis across our economic remits and responsibilities has been collated into the ‘Overview of York’s Economy’, as outlined in Step 3.
19. The city has been grappling with various issues relating to growing the economy for a number of years, so we are not beginning anew. This gave us a dependable tool with which to investigate key facts, strengths, weaknesses and sectoral analysis to develop a strong evidence base in which to ground decisions about priorities and actions.
20. In addition, we took a list of the top level economic priorities from recent decisions, documents and analysis. This includes recent work of the YEP as well as individual work by the council, businesses and other partners. There were 26 such priorities assembled.

Bringing in ‘the experts’

21. It was essential that we brought in the right people to support and inform the review, and that meant getting specific and specialist groups of people with a vested interest in the success of the Strategy refresh around a table for their input.
22. In March 2015, over 50 key organisations and people in the City, including Councillors from all main political parties, businesses of different sizes from across all major sectors, skills providers, innovation came together to consider the following:

‘Of all the priorities and actions we’re trying to achieve for the City, which are the most important?’
23. Attendees were fully engaged by the workshop, and conclusions on shortlists were reached after much in depth debate and negotiation.

24. Subsequent feedback from businesses and organisations in the City has been very positive around the focused priorities, and overall the session was very helpful in concentrating a number of broad issues into the essence of what was needed in the refreshed Strategy.

What were the results and decisions by partners from the workshop?

25. The table below outlines how each priority area was ranked at the strategy event. The intention is for the strategy to focus on the top 3 ranking ‘obsessions’ and top 3 ‘things to be famous for’.

YORK ECONOMIC STRATEGY OBSESSIONS		NUMBER OF GROUPS PRIORITISING
Things to pursue intensively and relentlessly, and shift further resources and energy towards?	▶ MAKING A TANGIBLE INDUSTRIAL SHIFT TOWARDS HIGHER VALUE SECTORS	6
	▶ UNLOCKING THE COMMERCIAL + RESIDENTIAL SITES REQUIRED FOR GROWTH, WITH A FOCUS ON BUSINESS ACCOMMODATION (or related)	6
	▶ STIMULATING A CULTURE OF ENTERPRISE AND ENTREPRENEURSHIP AT EVERY AGE	4
	▶ EASING CONGESTION TO MAJOR EMPLOYMENT LOCATIONS	4
Things to actively keep an ear to the ground and to be ready to take relevant opportunities where external funding and resources become available?	▶ ENSURING YORK BUSINESSES CAN RECRUIT TALENTED PEOPLE WHERE THERE ARE SKILLS SHORTAGES AND HARD-TO-FILL POSTS (or related)	3
	▶ RAISING PRODUCTIVITY IN OUR MAJOR TOURISM AND RETAIL SECTORS	2.5
	▶ INCREASING YORK’S PROFILE IN AND BENEFIT FROM INTERNATIONAL MARKETS	2.5
	▶ MAKING SURE EVERY WORKING HOUSEHOLD IN YORK EARNS ENOUGH TO LIVE	2
	▶ ENABLING AN ENTIRELY CO-ORDINATED AND COHERENT PRIVATE SECTOR LED OFFER OF BUSINESS SUPPORT	2
Things which don't necessarily have cross-sector consensus, so may be harder to fully deliver and generate momentum, or are deemed to be secondary issues?	▶ DELIVERING A DIVERSE AND THRIVING EVENING ECONOMY	1.5
	▶ ENSURING WE ARE A CITY THAT SOURCES AND INVESTS LOCALLY, AND IS FAIR ON PROCUREMENT & PAYMENT	1
	▶ HAVING SUITABLE ACCOMMODATION IN THE CITY LINED UP FOR ALL GROWING BUSINESSES AND INDUSTRIES	1
	▶ DELIVERING A NEW SUSTAINABLE LOW CARBON ECONOMY	1
	▶ ENSURING A BUSINESS FRIENDLY COUNCIL	1
	▶ RAISING UP A NEW THINKING, DIVERSE, AMBITIOUS CULTURAL SECTOR BENEFITING RESIDENTS & VISITORS	1
	▶ ENABLING EVERYBODY WHO WANTS TO WORK IN THE CITY TO OVERCOME THE BARRIERS STANDING IN THE WAY AND GET A JOB	0

YORK ECONOMIC STRATEGY: THINGS YORK SHOULD ASPIRE TO BE FAMOUS FOR

NUMBER OF GROUPS PRIORITISING

		NUMBER OF GROUPS PRIORITISING
Things to pursue intensively and relentlessly, and shift further resources and energy towards?	AN INTERNATIONALLY RENOWNED LOCATION FOR INDUSTRIAL BIOTECH AND AGRI-TECH: AT THE LEADING EDGE OF BUILDING THE GLOBAL BIOECONOMY	7
	A CITY WHERE HERITAGE IS CREATIVELY AND DISTINCTIVELY USED TO CRAFT A UNIQUE CONTEMPORARY CITY AND ECONOMY	6
	A LEADING CREATIVE CITY ON THE WORLD STAGE: HOME TO THE FASTING GROWING AND MOST EXCITING DIGITAL MEDIA ARTS SECTOR IN THE UK	5
	THE BEST PLACE IN EUROPE FOR PEOPLE TO LIVE, WORK AND VISIT	4.5
Things to actively keep an ear to the ground and to be ready to take relevant opportunities where external funding and resources become available?	A LEADING RAIL HUB IN EVERY WAY	3
	PIONEERING A PROGRESSIVE ECONOMY WHICH WORKS FOR EVERYBODY, NOT JUST THE WEALTHIEST	2
	THE #1 NORTHERN HOTSPOT FOR DEVELOPING, ATTRACTING AND RETAINING TALENT AND SKILLS	2
	A CITY WHICH INNOVATES AROUND FOOD: SUSTAINING, CREATING, APPRECIATING	2
	A '5* PLUS', QUALITY VISITOR OFFER WHICH CAN BE FULLY ENJOYED BY TOURISTS AND RESIDENTS ALIKE	2
	THE MOST DIGITALLY CONNECTED CITY IN THE UK: CONSISTENTLY AHEAD OF THE CURVE WITH DIGITAL INFRASTRUCTURE AND PIONEERING THE CREATIVE EXPLOITATION OF THIS	2
	A FAMILY-FRIENDLY CITY	1.5
Things to not overly-focus on aspiring to be famous for?	THE MOST DYNAMIC, COMPETITIVE & FORWARD-LOOKING CITY CENTRE IN THE UK	1
	A CITY THAT IS A TEST BED FOR NEW IDEAS & DEVELOPS A PROGRESSIVE BUSINESS ENVIRONMENT	1

Refining further

Are those our final priorities, or do we need to interpret in more detail?

26. Since the session last year, we have been looking at how we take forward the priorities under the following criteria:

- Does it pass the 'find and replace' test?
Is it so generic that you could simply replace <York> with Wolverhampton or Barnsley or Brighton and put it in another city's Economic Strategy? If not, is it possible to be clearer, even if in the further explanation, or sharpen our focus?
- Do we have a clear articulation of what success would be and how we'd measure it?
- Is there evidence of interventions that work to achieve those aims?
- Is it possible to achieve it without unsustainable levels of local public funding?

Do these give a vision and sense of direction?

27. It is worth considering what York's economy may look like in ten years time if we are to be successful in achieving our main priorities. Is the result what we're hoping for?
28. As an example of how difficult it was to develop relatively simple ideas into meaningful and deliverable prospects, we had an ambition that was to be the *'Best place in Europe to live, work and visit'*. This was an adaptation of a priority originally put forward as *'Family friendly City'*, but several groups wanted this to be more broadly about *'Quality of life for all'*.
29. This was too vague, and did not help us to focus our action. There is such a wide scope of categories and services that would 'fit' underneath this heading, everything from public realm investment, street cleaning, investment in schools, unlocking new housing developments, improving housing standards, broadband infrastructure, community development, tourism marketing, internationalisation, transport infrastructure, mass participation events, local shop parade development, arts and cultural development, economic inclusion initiatives, sustainable transport and investment in museums and parks.
30. Similarly, this is something almost every place tries to claim and York will be able to justify this anyway through the by-products of the other interventions that we intend to deliver, for example *'Using our heritage in modern ways'* and *'A creative city on the world stage'* which are covered in other priorities, and not least having good, well paid job.
31. So, for the time being, unless sharp definition can be applied to this, it has been replaced with the next highest priority, *'A leading rail hub in every way'*.
32. In a similar way, the priorities of *'A city where heritage is creatively and distinctively used to craft a unique contemporary city'* and *'A creative city on the world stage'*, while distinct in focus, in practice begin to lead to heavily overlapping actions and interventions in practice.

Our suggestion is that these are merged for tighter focus and to maximise the synergies between these two areas as the truly distinctive offer which differentiates York.

Step 5:

Generating and shortlisting projects and actions to achieve priorities

33. As made clear from the outset, the Economic Strategy has to be about real actions arising from the different priorities.

34. To understand how we could work toward these ambitions, the next step was to hold workshops with partners. One was held for each priority, all in slightly different formats to allow delegates to discuss them in depth, and to identify what could be done by using various different scenarios.

35. These priorities had previously been whittled down from a long list by the delegates at a previous meeting, and a new, shortened version offering suggesting around 50 actions under each category was used to create and explore avenues for the Strategy.

36. To stimulate debate, a number of hypothetical situations were given, such as

If £1m of funding was available that could be used without cost to the taxpayer, how would you use this to generate a £50m benefit to the City?

37. The sessions were chaired by businesses partners as well as members of the YEP Board. Over 100 people attended, with at least half of the attendees coming from the private sector.

38. The outcomes of the debate are attached in Annex 1 for information, and will be linked together where possible to create a programmed approach to the work we plan.

Step 6:

Getting views on draft strategy

39. A draft version of the draft Strategy was completed in January 2016, and reviewed with various stakeholders including businesses and skills providers on the York Economic Partnership, Executive and Economic Development & Transport Policy and Scrutiny Committee.

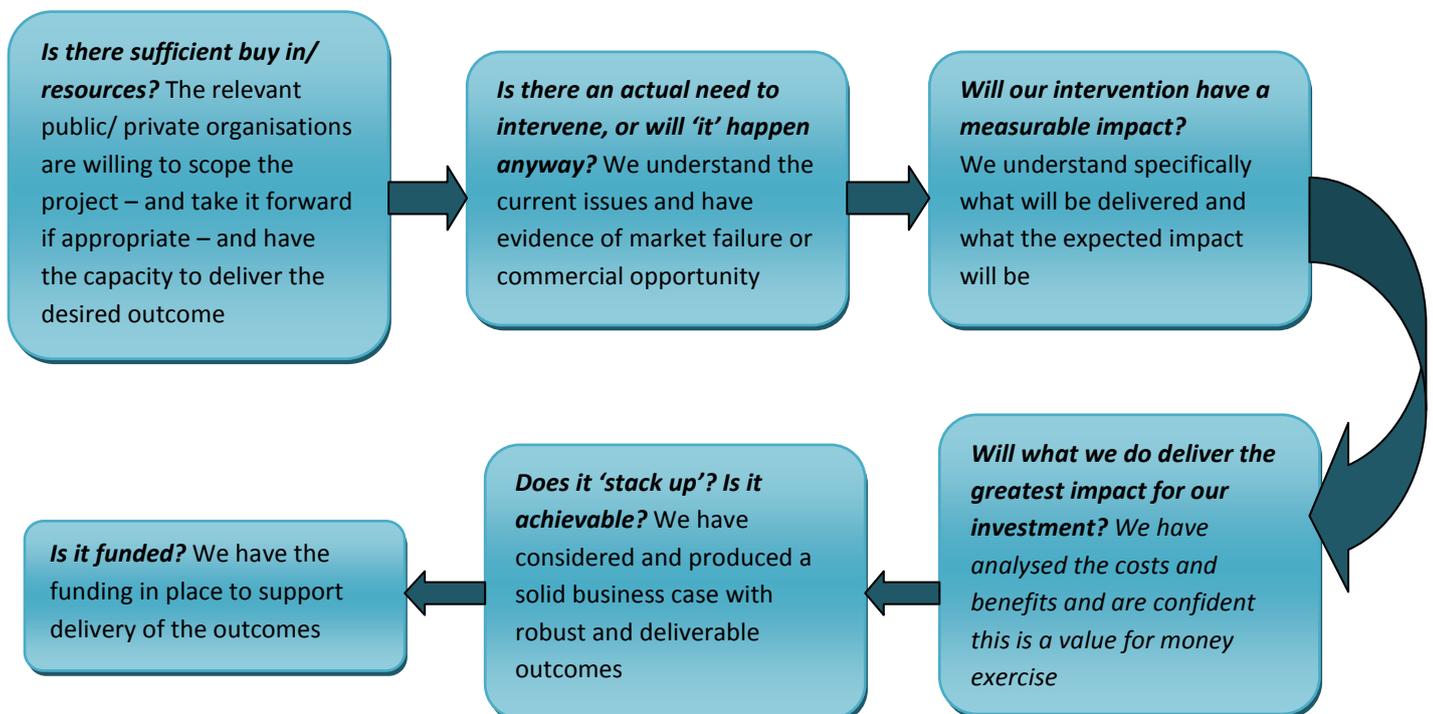
Step 7:

Developing actions and approach to implementation

Criteria for assessing projects

40. Each action must be approached methodically to give the best chance of achieving the right outcome, but it should also be ensured that the right resources are in place to deliver a suitable end result at a reasonable cost.

41. The following cost benefit analysis model and principles will be put into place to assess the feasibility of an action before work begins:



Step 8: Monitoring and evaluation

General outcomes to track

42. It is important to monitor the overall health of the York economy, as well as individual priorities and projects. This will shift naturally anyway, but we also need to look out for any ‘policy on’ effects from the work we are doing. In other words:

- What is it that we are doing that has caused a change to happen?
- Is it a positive change, and is it sustainable?
- What happens if we stop doing it?

43. Several performance measures have also been suggested in the table below to keep track of the overall health of our City’s economy.

Indicators and targets for specific priorities and projects

44. An evaluation stage will be built into each discrete project to allow for scrutiny of outcome, frequent monitoring of progress, and to identify and learn from best practice when it becomes evident. Similarly, each project will need to produce indicators and measures specifically tailored to monitor progress.

Monitoring progress of projects and implementation

45. The arrangements in place for monitoring our progress on the previous Economic Strategy were not as formal or regular as they might have been, and also the actions within in it were very difficult to monitor. As the new Strategy focuses on specific target areas and will have individual actions plans, this will make it much easier to draw out what our clear indicators of success should be.

Evaluation of impact

46. We will ensure that key output measures are identified for each of the priorities, projects and actions, and that these are reported on and analysed to assess how much impact is being made.

47. The findings from this evaluation will be central to what we learn from the Strategy during its lifetime, and will be some of the component parts of the next Economic Strategy in 2020.

Indicators and targets for specific priorities and projects

48. The Council already has various sets of performance indicators available that could be useful in monitoring the general health and effectiveness of the work that we are proposing. There are a number of measures available in existing 'scorecards', some of which we can benchmark regionally and nationally, as well areas which could be expanded to suit the Strategy content. These include:

Ref	Performance indicator
CJGE01	Total number in employment
CJGE06	Numbers claiming Job Seekers Allowance
CJGE14	Median earnings of residents (gross weekly pay)
CJGE29	Business deaths
CJGE30	GVA per head
CFC17	Employment rate

Overall Strategy Management

49. The body which will monitor progress is yet to be decided, but initial suggestions are that it will be the York Economic Partnership, or other cross-sector independent group. They will take responsibility for reviewing actions, addressing weaknesses, ensuring that discernible changes are happening, and steering the work required to achieve the Strategy vision and priorities.

50. It is also expected that the Council's Corporate Management Teams and Portfolio holders will be involved in the monitoring process.

51. All resultant performance reports will be published online to ensure complete transparency and accountability to the public, and work is currently underway to set up a dedicated webpage to this effect.

52. For further information on this work or associated economic issues, please contact Mark Alty, Principal Strategy and Economy Officer on (55)4421, or email at mark.alty@york.gov.uk

Workshop outputs: Creative City

Suggested Action

Plan and deliver comprehensive all-year-round lighting for the city centre which can be used dynamically, be adapted seasonally and used to tell stories - to be an attraction in itself encouraging evening economy

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

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

Commission a comprehensive, creative and accessible means for the digital presentation and exploration of the city, including virtual archiving and broadcasting of cultural heritage to be realised

Undertake a development to open up the riverbanks

Create a creative bubble to explore and discover, possibly around Micklegate

Provide funding for start-ups to make York a centre for students starting businesses

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

Develop the Guildhall into a vibrant hub for businesses, particularly around digital and creative sectors

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

Develop an improved digital toolkit including web presence for promoting the city

Deliver a new major large scale annual creative festival of Media Arts: Mediale

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

Continue investment in maintaining the public realm and attractiveness of city centre

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)

Deliver a collaborative marketing approach for York as a family friendly city

Make creative use of Stonebow House, subsidising market rates to enable creative activities to happen there

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

Put on a big party or equivalent event which people *want to come to(!)* to engender familiarisation and trust between diverse partners in the city who would not usually mix but are key to York's success

Key events and festival organisers in the city come together each year to jointly plan and coordinate annual festival/events programming, starting from 2017 (doing this now)

Initiate and equip a group of senior advocates with significant 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

When up for renewal, re-commission Park and Ride contract for greater evening use/overnight capacity supporting

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

Run and promote widely architectural design competitions for each major new development in the city over the next few years

Workshop outputs: Unlocking Brownfield sites

Suggested Action

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

Compile and maintain a set of data of deals and availability of property, enquiries, occupancy of key business parks

Compile and maintain documented demand for new premises from existing businesses with desire to expand

Independent market analysis of York Central office proposition drawing on national demand studies

Deliver an advanced smaller test case office development on York Central with public/private financing to release latent demand and demonstrate viability

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

Create, promote and keep up to date a clear pipeline of worked-up projects for LEP funding streams and/or private investment

Use business rates retention to fund upfront infrastructure costs

Where there is a viable business case, short term interim uses - generate revenue on site as an initial return

Set up a local development company

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)

Explore local bonds as a means for financing site development or infrastructure required to unlock

Deliver an advanced smaller test case office development on York Central with public/private financing to release latent demand and demonstrate viability

Private sector and CYC work together to feed in 'on the ground' market and economic evidence for local plan

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

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'

Workshop outputs: Enterprise and entrepreneurship at every age

Suggested Action

NO COST ACTIONS

Clear vision and leadership that everyone talks about

Support structure - start / SME / large, including peer to peer

Key points of contact for employers at Council

Break down geographical boundaries

Market as business destination

Good news stories

Ambassadors

Consistency of message

Worry less about ownership - more about collective action

Sector champions appointed identifying what exists and join it up

Communication, connection and facilitation

Clarity and accessibility

Ecosystem of SMEs, people and city

THINGS TO DO WITH UNLIMITED RESOURCES

Digital connectivity around York and from Leeds on trains

Advertising campaign

Harness + plan new injection of development capital

Transport and housing

Venturefest

York investment fund

Paid for marketing

Dotforge-esque startup acceleration support

Curriculum more focussed on entrepreneurship

Programmes in schools linked to SMEs

Job placements in SMEs through Universities / Colleges

Private sector 'champions' placed across the UK

Fasttrack York Central

Workshop outputs: Higher value jobs

Suggested Action

Deliver York Central Enterprise Zone / investment to unlock site

Provide business rate incentives for high value job creation (esp. where can be net neutral cost against baseline)

Invest in A64 dualling to Sand Hutton to enable high value business growth at Agri-food campus

Invest in dualling A1237 to enable high value business growth on employment sites reliant on this road

Invest in business incubator, grow on space, accelerators + demonstrator facilities around high value sectors (especially where return can be generated)

Attract private investment funds linked to university IP / particular sectors (e.g. BioVale + others?)

Subsidise affordable housing to enable skilled people & recent graduates to live in the city

Set up a fund for pump priming private sector ideas for economic development where a sustainable income can be developed (0% loan), with a panel of businesses assessing submissions

Invest in bespoke skills training targeted towards upskilling existing workforce

Resource senior advocates to sell the city to inward investors in high value sectors

Investment fund to improve existing office spaces (esp where a return can be generated)

Produce a better finance app for enabling small businesses to access available finance/funding

Provide a bank of shared kit outside the reach of individual SMEs, where there is the business case for shared ownership + membership model

Coordinate a shared graduate programme for high value SMEs which would otherwise be unable to do on their own

Create white label toolkit (can be rebranded/tailored by individual networks) for signposting to and promoting support available for small and startup businesses, particularly around interventions aimed at key sectors or productivity growth

Shape and promote UKTI, Chamber International & Enterprise Europe's offering around trade and investment in a way that connects with local businesses and sectors

Deliver an ambitious local plan which allocates appropriate land enabling at least 20% higher than baseline growth in high value sectors

Coordinate a joined-up, strategic and proactive approach to lobbying Government for continuing to improve rail connectivity to the city (electrification + high speed hub)

Universities / Colleges to provide free stand at Careers Fairs for promote opportunities with York-based SMEs

Explore reconfiguring arrangements to take forward economic planning at a regional not city level reflecting the wider economic geography and ambition we need to have

Large employers look at supply chain and procurement, where they may be able to support high value local businesses, or we are able to stimulate the market

Student and startup membership of business networks offered for greater integration of new and existing entrepreneurs (e.g. could it link to entrepreneurs society?)

Continue to connect small businesses together through business networks and relevant networking events

Facilitate the evidencing of demand from businesses for major new employment sites including enabling signing pre-lets where appropriate

Build and regularly communicate narrative +stories of business success in York through a whole range of channels to deliver business and investor confidence [how will we know we've done this?]

Session outcomes: A Leading Rail Hub in Every Way

This session had fewer delegates, however the actions and commitments arising were:

- Make it York to continue to work with the industry to develop a rail cluster for York (and that the rail cluster should consider working closely with neighbouring areas including Doncaster). There was a willingness to get the rail sector and to promote to other interested parties. Members of the group were willing to look at where they could help with this (e.g. an event in Virgin First Class Lounge).
- Engagement between the industry and education and skills providers in order to promote the rail sector to young people. There was strong willingness from Virgin, Omnicom and Arup to be involved in this work.
- Consumer facing rail businesses to work with Make it York to market the city, where possible, as an excellent destination for visitors, businesses and inward investment.