

LONGLIST OF PRIORITIES TO  
CONSIDER FOR YORK  
ECONOMIC STRATEGY

The following are a long-list of possible priorities to consider for York's refreshed Economic Strategy. They have been brought together through looking at the evidence of opportunities and challenges in the city as well as priorities from the previous Economic Strategy, other plans and topics highlighted in other contexts.

In deciding priorities, it is crucial there is broad consensus across sectors in the city, as private, public and education sectors will all be required if we are to deliver our ambitions. While some organisations may focus take forward particular pieces of work on a broader spectrum of activity, the aim is for the strategy will be the core things to be taken forward on a citywide basis.

The aim of consultation is to focus on areas that, across partners, we believe are the most important. The refresh of the Economic Strategy needs to reduce the number of current priorities down to a much smaller amount that are deliverable and measurable.

The following list is not exhaustive and further priorities can be suggested at the session.

Similarly, any of the following set can be developed and tweaked; but they are to provide a starting point for thinking through what is most important.

Once draft priorities are identified, further consultation with a broader group will follow.

OBSESSIONS OR THINGS TO  
FIX?

*York should be obsessed with...*

PRIORITY?

# MAKING A TANGIBLE INDUSTRIAL SHIFT TOWARDS HIGHER VALUE SECTORS

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- Despite high qualification levels and a strong economy, York's wage levels are below the national average (£26,188 gross annual wages for full time employees compared to £27,195 for the UK)
- York has a higher proportion of jobs in lower paid sectors than the national average, in particular within the accommodation and food sector with a median national wage of £6.63 per hour.
- The majority of higher value jobs in sectors such as Accommodation and Food are still paid below the overall national median wage; therefore increasing productivity within sectors is unlikely to fully address the issue.

(Annual Survey of Hours and Earnings 2014)

### THE GOAL

- A city with a highly productive economy (increased GVA/wages per head)
- A more balanced sectoral makeup: rich in high value sectors such as Financial and Professional Services, Digital and Media, Bioscience, Engineering; with less over-reliance on tourism and retail (reflected in overall sector breakdowns and Government statistics)

### TO MAKE THE CHANGE, WE'D NEED...

- The pace of growth in high value sectors to significantly outstrip growth which occurs in lower value sectors (e.g. tourism, retail, care).
- Existing businesses within these high value sectors growing rapidly
- New high value businesses moving to the City with the distinctive offer and suitable space for them to relocate
- The appropriate infrastructure, accommodation including accommodation to facilitate these sort of businesses staying, growing and moving to the city (e.g. city centre grade A office, lab space)

### THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# MAKING SURE EVERY WORKING HOUSEHOLD IN YORK EARNS ENOUGH TO LIVE

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- Some working households in York earn below levels estimated to be the minimum to live due to not enough hours; hourly pay; or both.
- There is a particular issue for those who are:
  - Being paid a poor wage per hour, often below the living wage (£7.85 per hour)
  - Working in low paid occupations where there is less scope for progression
  - Working part time (therefore earning less) and wanting more hours but unable to
- The number who face all those issues in York is estimated to be 4,000 – 7,000; the vast majority are likely to be women.
- Those in this group without higher earning partners are likely to struggle.

### THE GOAL

- All York residents are paid a fair hourly rate (reduced % residents paid less than the living wage)
- All working residents are able to regularly work the number of hours they need (reduced % residents underemployed in terms of hours – N.B. figures not local)
- York employees with dependents are supported to carry out both work and caring responsibilities with enough income to live and support their families

### TO MAKE THE CHANGE, WE'D NEED...

- Business model changes, including procurement, and increased productivity for sectors heavily reliant on low paid part time workers
- Affordable childcare options for working parents, especially single parents, with further household level support for those families
- Increased training and progression opportunities with low paid sectors, particularly targeted at female employees and those who are working part time, so that they can fulfil untapped potential
- A change in national employment legislation combined with further incentives for businesses to make it financially viable to pay above market rate

### THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# ENABLING EVERYBODY WHO WANTS TO WORK IN THE CITY TO OVERCOME THE BARRIERS STANDING IN THE WAY AND GET A JOB

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## THE CHALLENGE

- The Annual Population Survey suggests that there are up to 10,000 York residents who are out of work or economically inactive, but who want a job. Only a small proportion of these claim Job Seekers Allowance, therefore this issue is often hidden.
- Often there are multiple personal challenges, e.g. physical or learning disability, caring responsibilities, mental health, addiction that lead to these individuals not being work-ready, hence not claiming Job Seekers Allowance.
- Reductions in working age welfare spending will impact this group, yet often support is tailored towards those on Job Seekers Allowance with less complex needs.

## THE GOAL

- A high number of people in York are economically active and in work leading to an overall larger economy
- Everyone who wants to work is supported to (reduction in % out of work but wanting a job)
- A reduction in public spending on working age benefits locally
- Improved wellbeing for individuals getting into work or work-ready, and a decrease in loneliness and mental health issues, such as depression

## TO MAKE THE CHANGE, WE'D NEED...

- Support to get people into work extending beyond Job Seekers Allowance claimants
- Holistic and long-term focussed interventions around employment readiness looking beyond simply employability skills or job matching, e.g. including support around mental health, family circumstances etc.
- Employers providing supported employment opportunities with more open expectations around employment and productivity
- Incentives or subsidies to enable financial viability for businesses and employers in this; or sufficient value provided for CSR, charitable or social aims

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# HAVING SUITABLE ACCOMMODATION IN THE CITY LINED UP FOR ALL GROWING BUSINESSES AND INDUSTRIES

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- York's size, available commercial property and infrastructure means that there are not always the sites to accommodate growing business
- Insufficient Grade A office accommodation in the City Centre to meet high demand from growth sectors, e.g. professional services
- Minimal available laboratory space, with the BioCentre at York Science Park full to capacity
- Specific challenges for businesses transitioning out of subsidised incubation accommodation into property at market rates
- Insufficient demonstrable demand to spec build or to upgrade lower grade properties

### THE GOAL

- Every York business knows that, as they grow, they can find their next accommodation in the City
- Sufficient Grade A standard accommodation, especially in the City Centre (% available proportional with other standards of accommodation)
- Suitable sites or premises available for inward investors of a range of sizes within key sectors (highlighted by property searches or sites available to develop to business requirements)

### TO MAKE THE CHANGE, WE'D NEED...

- York Central and Heslington East delivered through full viable investable propositions and sufficient private sector investment
- Considerable evidenced demand to provide market confidence, and anchor tenants / pre-lets lined up for key sites
- Investor / developer interest and engagement
- Renovation of substandard existing buildings in the interim period; with incentivised business models / support on pre-lets to make commercially viable
- Adoption of a suitable planning framework
- Support for businesses to understand and explore property options in the City

### THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

# EASING CONGESTION TO MAJOR EMPLOYMENT LOCATIONS

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- York is constrained by its historic geography and consequently its road infrastructure
- High volumes of business, visitor and resident journeys into the City by car
- There are a small number of key routes in and out of the City, many of which lack sufficient capacity to support high volumes of traffic (i.e. Outer Ring Road, A1237)
- This poses a challenge for businesses reliant on frequent travel in and out of the City, or within it, and has resulted in lower demand for particular employment sites (e.g. Clifton Moor).

### THE GOAL

- Easier access around the City
- Improved journey times on key routes, e.g. Outer Ring Road (traffic modelling)
- Business accommodation with good transport access is common across all employment location around the City
- Improved air quality and lower carbon emissions
- Modal shift towards public transport or journey sharing, reducing congestion

### TO MAKE THE CHANGE, WE'D NEED ...

- Improvements to infrastructure, with considerable investment through public and private investment
- An improved offer of timely, affordable and sustainable public transport
- Widespread adoption of sustainable transport approaches (e.g. Sustainable Transport Plans) by local businesses and residents
- Cross sector agreement and commitment from all stakeholders to work to a shared vision and take systematic and sustained action to combat congestion over the long term

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# ENSURING YORK BUSINESSES CAN RECRUIT TALENTED PEOPLE WHERE THERE ARE SKILLS SHORTAGES AND HARD-TO-FILL POSTS

*PRIORITY FROM...*



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## THE CHALLENGE

- The number of companies reporting difficulties recruiting to jobs remains high (52% service, 61% manufacturing) in the latest Chamber of Commerce survey (Q4 14), especially for professional and managerial staff
- Low levels of unemployment means a tight labour market, heightening the issue.
- Despite high qualification levels, there is a mismatch between specialist skills required and the local talent pool.
- Specific challenges around certain sectors, such as social care, construction and the rail industry
- Growing sectors requiring new skill sets e.g. Software developers

## THE GOAL

- In York, we retain our most talented people
- Vacant roles having a supply of suitable applicants, home grown or otherwise, resulting in a reduction of businesses reporting difficulties recruiting
- Clear mechanisms to match vacancies with available local talent
- A better match between education, training and skills provision and the sort of jobs required by businesses in York

## TO MAKE THE CHANGE, WE'D NEED TO...

- Education, training and skills provision tailored to meet business needs and specific skills demands, with collective interventions for sectors with particular people or skills challenges
- Business led skills provision and investment in learning and development
- Clear mechanisms , especially around graduates, to match talent and fill vacancies
- People in the wider region to be able to access jobs in York with affordable, fit-for-purpose transport infrastructure
- People to perceive York as a quality place for talented ambitious people to work, with sufficient critical mass of companies within the region to develop a successful career

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# ENABLING AN ENTIRELY CO-ORDINATED AND COHERENT PRIVATE SECTOR LED OFFER OF BUSINESS SUPPORT

*PRIORITY FROM...*

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Analysis of evidence                            | <input checked="" type="checkbox"/> Previous Economic Strategy | <input type="checkbox"/> Other York strategies                   |
| <input checked="" type="checkbox"/> York Economic Partnership / subgroup | <input type="checkbox"/> Business community consultation       | <input checked="" type="checkbox"/> Local Enterprise Partnership |

## THE CHALLENGE

- Since Business Link, there has not necessarily been a single universal port of call for companies to access business support
- Signposting and awareness of the range of support and funding available is patchy

## THE GOAL

- The number of businesses in York benefiting from additional funding or support that is available to them is maximised, and is resulting in improved productivity or competitiveness (e.g. government Regional Growth Fund programme take up)
- Businesses are clear on the support to which they have access and where it can be found (reflected in business surveys)
- Support is focussed on the things which are identified by businesses as making the biggest difference, and is accessible in the most convenient way

## TO MAKE THE CHANGE, WE'D NEED...

- Clarity of business demand for a variety of business support activities, and evidence-based insight into any unmet requirements
- A clear understanding of the range provision, services and activities, and suitable mechanisms for sharing this information
- Every organisation responsible for providing business support equipped with this knowledge, and willing to signpost to other services that others provide
- Information to be intuitively presented and communicated, simple to understand and available to access from one or more suitable locations

## THE IMPACT OF SUCCESS

- |                     |                                |                              |
|---------------------|--------------------------------|------------------------------|
| Number of jobs      | Average wages and productivity | Perception of place          |
| Reducing inequality | Business competitiveness       | Environmental sustainability |

*York should be obsessed with...*

PRIORITY?

# RAISING PRODUCTIVITY IN OUR MAJOR TOURISM AND RETAIL SECTORS

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## THE CHALLENGE

- Around 18,000 or 20% of jobs in York are within the retail or tourism sectors.
- However, as low productivity sectors, both in York and nationally, large numbers of these jobs are poorly paid, often below the living wage of £7.85 per hour.
- These sectors in York are less productive in comparison with national tourism and retail sectors (e.g. retail £31k per head vs. £35k nationally; tourism – REM 2013)
- This leads to low paid jobs with poorer opportunities for progression and less money in York's economy as well as skewing overall productivity and average wages.

## THE GOAL

- An increase in productivity (GVA per head) within tourism and retail sectors through a higher value offer and based on more highly skilled employees
- Increase in York's overall productivity and average wages
- Reduction in % York residents paid below the national living wage.

## TO MAKE THE CHANGE, WE'D NEED...

- Higher value products offered by business, and a willingness from companies to shift their business models away from reliance on low-value labour
- Automation and innovation through technology within the sector
- Training to enable more skilled and productive employees, of higher value to businesses e.g. advanced hospitality and customer service skills
- To attract more lucrative customers willing to pay for more premium products e.g. higher value tourists; business tourists

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# STIMULATING A CULTURE OF ENTERPRISE AND ENTREPRENEURSHIP AT EVERY AGE

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- There is a perception from some that many people in York lack enterprise, ambition and entrepreneurialism; with over-reliance on the status quo and comfort in the quality of life the city affords
- Several businesses have commented that they feel enterprise and entrepreneurship has been lacking from staff they have recruited who have been educated in the City
- Education provision in the city follows a relatively traditional curriculum in the most part.

N.B. York does perform better than average in business start ups (26<sup>th</sup> out of 64 cities in 2013 according to Centre for Cities)

### THE GOAL

- York businesses have no problem recruiting enterprising individuals
- Many more people in York are starting their own businesses (increased levels of business start ups), and businesses are increasingly innovating and working internationally (increase in patents and businesses exports, N.B. local data unreliable)
- Learners from York schools, colleges and universities with strong enterprise and entrepreneurial skills
- Improved perception of York as a place to do business

### TO MAKE THE CHANGE, WE'D NEED...

- Education, skills provision and vocational training all to incorporate entrepreneurial skills development; with a willingness from schools, colleges, universities and providers to flex existing curriculum
- Greater business input in shaping education and skills provision
- Support and incentives for business start ups, innovation and international working
- People to perceive York as a quality place for talented ambitious people to work, with sufficient critical mass of companies within the region to develop a successful career

### THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

# DELIVERING A DIVERSE AND THRIVING EVENING ECONOMY

*PRIORITY FROM...*

- Analysis of evidence
- Previous Economic Strategy
- Other York strategies
- York Economic Partnership / subgroup
- Business community consultation
- Local Enterprise Partnership

**THE CHALLENGE**

- York’s retail and leisure offer is largely daytime focussed, with insufficient is made of the offer from York in the early evening, both for visitors and residents.
- Other destinations and cities are stronger in this regard, weakening York’s cultural appeal to particular groups, e.g. young professionals, creative industries
- The focus of York’s evening economy is largely around alcohol-based options, which do not appeal to a broad family market, and result in attracting groups prone to anti-social behaviour, e.g. hen and stag dos. The implication is a perception of a less welcoming and safe city centre environment.

**THE GOAL**

- A broad range of shops open and activities available to all those wishing to meet and socialise in the city centre in the evening
- A vibrant City Centre atmosphere attracting greater footfall from a diverse range of groups in the evenings; and increased length of stay and spend for visitors
- Growth in visitor economy sectors of accommodation and food, retail and arts and recreation through a greater spread of business into the evening
- Visitors and residents feel safe going out in the evening, and there is a reduction in anti-social behaviour

**TO MAKE THE CHANGE, WE’D NEED...**

- A co-ordinated approach across all stakeholders in the City to provide a safe, vibrant and diverse City Centre evening environment
- A range of events and cultural activities to entice visitors and increase footfall and spend in the evenings
- Businesses willing to take a collective action to develop or extend services into the early evening in order to stimulate demand ahead of there being an established market
- Alcohol options managed effectively
- Remarketing of the City Centre’s evening offer to a broader range of group

*THE IMPACT OF SUCCESS*

-  Number of jobs
-  Average wages and productivity
-  Perception of place
-  Reducing inequality
-  Business competitiveness
-  Environmental sustainability

# ENSURING A BUSINESS FRIENDLY COUNCIL

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- Perception that the authority could do more to be supportive of local businesses, and processes simplified

### THE GOAL

- Businesses find the Council supportive and reasonable
- Processes in dealing with the Council are clear and efficient
- The Council takes local growth seriously, and intervenes on the priorities that are important to the business community (through the Economic Strategy)
- Consultation and early communication is commonplace when decisions that might affect local business are being made

### TO MAKE THE CHANGE, WE'D NEED...

- Greater investment and capacity for services working with businesses e.g. Planning
- Simplified and streamlined internal Council procedures focussed on the most customer-focussed and efficient end user experience
- Dedicated communication channels for key decisions that are being made
- In light of budget cuts, robust business cases for how prioritising pro-business policies (over other spending) will provide financial return on investment to the Council, to enable basic statutory services to be maintained

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# UNLOCKING THE COMMERCIAL + RESIDENTIAL SITES REQUIRED FOR GROWTH, WITH A FOCUS ON BUSINESS ACCOMMODATION

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### THE CHALLENGE

- York's growth is constrained by its historic geography and nature.
- York doesn't have a confirmed Local Plan in place to indicate sites where development will be supported and areas to be protected from development.
- This can mean desirable planned development can be harder and has led to pent up demand for high grade commercial and residential development
- Because of lack of supply, house prices are unaffordable for many residents
- There is a lack of available quality business accommodation to support inward investment and high value indigenous growth

### THE GOAL

- Key housing and employment sites are delivered to support York's economic growth
- York has a clear planning framework in place which strategically directs where development should and shouldn't take place

### TO MAKE THE CHANGE, WE'D NEED...

- Owners of key sites to be proactive in working up investable commercial propositions and pursuing investors and developers
- A clear articulation of where any gap funding is required; and this being addressed through other funding sources
- Adoption of a Local Plan or similar planning framework.
- Supportive infrastructure (e.g. transport) established to enable sites to be delivered
- Evidence of demand, and anchor tenants / pre-lets lined up for key sites.
- Sufficient supply of construction skills

### THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

York should be obsessed with...

PRIORITY?

# INCREASING YORK'S PROFILE IN AND BENEFIT FROM INTERNATIONAL MARKETS

## PRIORITY FROM...

- |                          |                                      |                                     |                                 |                                     |                              |
|--------------------------|--------------------------------------|-------------------------------------|---------------------------------|-------------------------------------|------------------------------|
| <input type="checkbox"/> | Analysis of evidence                 | <input checked="" type="checkbox"/> | Previous Economic Strategy      | <input type="checkbox"/>            | Other York strategies        |
| <input type="checkbox"/> | York Economic Partnership / subgroup | <input type="checkbox"/>            | Business community consultation | <input checked="" type="checkbox"/> | Local Enterprise Partnership |

### THE CHALLENGE

- Untapped overseas markets that could be of great benefit to the York economy
- A reliance on UK and EU markets when there are faster growing economies and opportunities e.g. China
- Low number of businesses in York and the wider region who are exporting

(Businesses that export are generally more productive and international visitors are likely to spend more)

### THE GOAL

- A York where businesses pioneering in the fastest growing world markets is the norm (an increased number of businesses exporting and value of those exports – N.B. local data unavailable / unreliable)
- A city consistently boosted by international investment and talent (increased amount Foreign Direct Investment and number of international students)
- A worldwide destination of choice attracting high value visitors (increased total international visitor spend)

### TO MAKE THE CHANGE, WE'D NEED...

- Coherent messages and branding from partners across the City about York's distinctive strengths and opportunities
- A range of overseas activity with a York brand
- Well researched marketing and promotion for specific markets
- Support for companies who don't yet operate overseas
- A welcome for international students and businesses which matches our marketing, including tailored activities, information and relationships

## THE IMPACT OF SUCCESS

- |   |                     |   |                                |   |                              |
|---|---------------------|---|--------------------------------|---|------------------------------|
|  | Number of jobs      |  | Average wages and productivity |  | Perception of place          |
|  | Reducing inequality |  | Business competitiveness       |  | Environmental sustainability |

# DELIVERING A NEW SUSTAINABLE LOW CARBON ECONOMY

## PRIORITY FROM...

Analysis of evidence

York Economic Partnership / subgroup

Previous Economic Strategy

Business community consultation



Other York strategies



Local Enterprise Partnership

### THE CHALLENGE

- Climate change is a key economic and political issue costing businesses money.
- Tough national and local targets - 40% reduction in CO2 emissions by 2020, with businesses are responsible for 40% of CO2 in York.
- UK Businesses could save £23bn a year, through low carbon economy approaches.
- New opportunities for York businesses in renewable energy and ultra low emission transport providing jobs opportunities, new businesses and new investment.

### THE GOAL

- Sustainable and resource-efficient businesses with low carbon approaches driving competitiveness and resilience for York companies
- York businesses and industries driving and benefiting from low carbon economic markets
- National recognition in the innovation, investment, infrastructure and skills within York's low carbon economy
- Improved air quality and health issues, with reduced CO2 emissions, and an increase in sustainable energy generation
- A leading ultra low emission transport network.

### TO MAKE THE CHANGE, WE'D NEED...

- Strong business leadership, embedding sustainability principles in all we do and mirroring the Leeds City Region LEP strategy and aspirations
- Renewable energy projects, including low carbon district heat networks
- Investment in better homes
- Grants and support for SMEs to create resource efficient businesses and align with existing local support
- Research and innovation clusters around renewables and green jobs, e.g. BioVale
- An ultra low emission transport network and infrastructure

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be obsessed with...*

PRIORITY?

# ENSURING THAT WE ARE A CITY THAT IS FAIR ON PROCUREMENT AND PAYMENT

## PRIORITY FROM...

Analysis of evidence

Previous Economic Strategy

Other York strategies

York Economic Partnership / subgroup



Business community consultation

Local Enterprise Partnership

### THE CHALLENGE

- Small businesses face a continuing and increasing volume of late payments and extended payment terms by many larger companies. In 2008, £18.6 billion was owed in late payments – but this continues to rise, and has now more than doubled to reach £46.1 billion in 2014.
- Evidence from the Federation of Small Businesses shows that £1 spent with a local Small or Medium enterprise generates an additional 63p of benefit for their local economy.

### THE GOAL

- A City where both public and private sector recognise the value of buying / procuring locally.
- A City where all businesses and public bodies sign up to and adhere to the prompt payment code.
- A City where all Tier 2 contractors are afforded the same payment terms and practices as Tier 1 Contractors

### TO MAKE THE CHANGE, WE'D NEED...

- To work together so that all businesses pay invoices on time. Tackling late payments and the practice of extending payment terms by enforcing a prompt payment limit of 60 days, striving for 30 days as good practice and taking action to prevent unfair retrospective discounting, upfront charges to be on supplier lists and invoices being challenged near their due date
- Utilise the UK Small Business Bill and Social Value act to procure more locally.
- Larger Business and suppliers to open their supply chains to local SMES. To research their expenditure with micro, small, medium and large businesses.
- Flagship projects to develop a 'best-in-class' approach to small business procurement.

## THE IMPACT OF SUCCESS

Number of jobs

Average wages and productivity

Perception of place

Reducing inequality

Business competitiveness

Environmental sustainability

THINGS YORK SHOULD  
ASPIRE TO BE FAMOUS FOR?

York should be world famous for...

PRIORITY?

# A '5\* PLUS', QUALITY VISITOR OFFER WHICH CAN BE FULLY ENJOYED BY TOURISTS AND RESIDENTS ALIKE

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- York is frequently recognised and awarded as one of the best Cities in the UK for quality of life
- The natural heritage and quality of life that York affords places it well for a high class tourism offer
- York has a strong, diverse tourism offer, and a vibrant City Centre which can be enjoyed by all (York's ambience is it's greatest asset according to visitor feedback)
- York already has one 5\* hotel and several other luxury tourism and leisure propositions in the pipeline
- York has existing Residents' Festival and York cards, providing additional opportunities for residents to enjoy the tourism offer in the City

## THE GOAL

- A tourism and leisure offer marked by excellence, attracting high-end visitors who spend more money in York's economy
- York residents are able to enjoy a quality city environment and diverse range of culture, events and attractions at an affordable cost (or free) and/or with particular benefits
- A higher value tourism sector (increase in GVA per head for tourism and retail sector in York) with exceptional satisfaction ratings from visitors, both on the product and customer service standards
- York is perceived as a quality place to live and to do business

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Advanced hospitality and customer service skills training for tourism sector employees
- Support for new start ups and reinvigoration of existing tourism businesses, while attracting new high quality brands and attractions
- A varied programme of unique and vibrant events and cultural activities
- Public and private investment in public realm
- Place marketing around quality brand values
- Activities enabling residents to enjoy the tourism offer of the City (Residents Festival +)
- A healthy wider economy to include residents and drive average wages up

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

York should be world famous as...

PRIORITY?

# THE #1 NORTHERN HOTSPOT FOR DEVELOPING, ATTRACTING AND RETAINING TALENT AND SKILLS

PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- 41% of residents have a degree or equivalent. This puts York in the top 10 UK cities for high level qualifications. (2013, Centre for Cities)
- York has the highest GCSEs results of any City in the UK (2013, Centre for Cities): 67% of pupils achieved 5 A\* - C including Maths and English
- Strong universities and colleges in the City provide a constant pipeline of new talent
- 46% of students graduating from the York, North Yorkshire and East Riding LEP find employment in Yorkshire and the Humber, indicating a relatively strong base upon which to build

## THE GOAL

- Over half of graduates from York find employment in Yorkshire and the Humber
- Talented people looking to start up a business do so in York rather than moving out of the area
- York is a perceived as a great place to live for ambitious, talented and successful people.
- Growing businesses are able to deliver their ambitions without moving away from the City
- Businesses are able to recruit highly experienced people, with the right specialist skills

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- To maximise the talent of our residents in ways that are useful for business through education, vocational and workplace L&D
- Marketing York as a great place to live for ambitious, talented and successful people
- Universities / colleges to recruit top talent
- Systematic and supported talent matching, e.g. through graduate programmes
- able to commute into the City easily and affordably
- The critical mass of businesses in key sectors to enable ambitious people to develop a successful career in the region

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

*York should be world famous as...*

PRIORITY?

# AN INTERNATIONALLY RENOWNED LOCATION FOR INDUSTRIAL BIOTECH AND AGRI-TECH: AT THE LEADING EDGE OF BUILDING THE GLOBAL BIOECONOMY

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### YORK'S DISTINCTIVE STRENGTHS

- World-leading applied research and development and services from Biorenewables Development Centre, FERA, the Green Chemistry Centre for Excellence and the Centre for Novel Agricultural Products
- 600 talented students graduating from top UK bioscience departments in York each year
- Close proximity to high volumes of agricultural feedstock in North Yorkshire. Upward supply chain to related industry within food and drink, chemicals and bio-energy, with companies such as Nestle, Croda and Drax
- The emergence of a 'BioVale' cluster across Yorkshire & Humber, attracting greater investment e.g. inward investors, BioHub

### THE GOAL

- Yorkshire and Humber to become an international hub in the knowledge-based bioeconomy, delivering new business opportunities and sustainable economic growth, with York at the epicentre
- High number of local businesses supported to improve productivity through new bio-based products and processes
- Higher employment within relevant sectors, e.g. food and drink, chemicals, bio-energy
- Continued recognition of world class research within chemistry, biology, environmental and agri-tech disciplines in York

### TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Continued pursuit of world class research in this field from key institutions in the area, and support for businesses to harness this
- Purpose built business growth facilities
- Co-ordinated international marketing and promotion of the region's expertise
- Tailored education and training to provide an expert future workforce
- Major businesses moving to the region and growth within smaller indigenous businesses, validating the commercial impact on industry
- Investors to provide means for businesses to innovate and grow

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

York should be world famous for...

PRIORITY?

# PIONEERING A PROGRESSIVE ECONOMY WHICH WORKS FOR EVERYBODY, NOT JUST THE WEALTHIEST

PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- Only 1% of York's working age population is claiming Job Seekers Allowance (4<sup>th</sup> best city in the UK). This provides an opportunity to build on an established solid base, and be a test-bed for new interventions
- Heritage as a city that pioneers fairness and different economic and employment models e.g. Joseph Rowntree Foundation (JRF)
- Major employers in the City with a progressive ethos and paying the Living Wage e.g. Aviva, Nestle, fair procurement practises
- University of York and JRF ethos of researching and championing social change
- Existing brand recognition for York around the Living Wage and associated agendas

## THE GOAL

- All York residents are paid a fair hourly rate (reduced % of residents paid less than the Living Wage)
- All working residents are able to regularly work the number of hours they need (reduced % of residents underemployed in terms of hours)
- York is an exemplar for getting those whom others might consider 'not fit for work' into work, e.g. those claiming Employment and Support Allowance or economically inactive
- Unemployment figures remain low
- York businesses are frequently recognised for innovation in CSR in terms of their remuneration and wellbeing packages
- Robust evidence that these approaches increasing business competitiveness

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Demonstrable robust business cases for interventions with realistic cost and ROI implications for businesses
- Businesses willing to act as champions and develop new approaches towards wellbeing and remuneration
- Potential public sector incentives / interventions to make this viable
- Increased productivity to enable companies to sustainably pay wages, with L&D and training opportunities for the lowest paid
- A change of business model for sectors heavily reliant upon low skilled workers

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

# A LEADING RAIL HUB IN EVERY WAY

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### YORK'S DISTINCTIVE STRENGTHS

- York has exceptional rail connectivity: 1 hour 45 mins to London, and direct routes to all other major cities in England and Scotland. It is the joining point for Transpennine and East Coast routes
- Building on its long heritage in the industry, 10% of national rail employment is in York
- Major offices for key firms such as Network Rail, Virgin Trains East Coast & Northern Rail
- Strengths in auxiliary industries, such as rail engineering and transportation software, and home to the National Railway Museum
- York Central is a major opportunity for a High Speed Hub and growth of the business cluster

### THE GOAL

- Exceptional connectivity on the UK's rail network, with fast journey times and considerable capacity to major cities and markets
- An integrated regional sustainable transport system with York station as a major hub
- An exciting, modern rail station with high quality amenities. Leads directly onto a new commercial and residential development at York Central and a cutting-edge National Railway Museum
- A large cluster of rail businesses in the City, with a reputation for high-end industry and innovation in digital approaches to rail

### TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Network Rail and Council to proactively work up investable commercial propositions and pursue investors and developers to deliver York Central and Station gateway projects
- Existing rail businesses to stay and grow in the City, with new ones attracted to locate here
- Government to commit to HS2 and HS3 links coming through York
- Further investment to improve York's regional connectivity to other towns and cities, with improved ticketing to enable affordable fares
- Investment in innovation and skills through education providers / NRM to drive rail sector growth and profile

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

# THE MOST DYNAMIC, COMPETITIVE & FORWARD-LOOKING CITY CENTRE IN THE UK

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

### YORK'S DISTINCTIVE STRENGTHS

- 7 million visitors a year generating £606m towards York's economy
- Some of the lowest retail vacancy rates in the country
- An easily 'walkable' city centre
- Diverse City Centre retail and tourism offer which generated footfall of 9.6 million in 2014
- A combination of recognisable brands and independent outlets
- Free WiFi across the City Centre
- An established City Team, with the potential for further improvement through a Business Improvement District

### THE GOAL

- A strong and coherent City Centre offer across sectors, rich with the highest quality brands and distinctive independent businesses
- The most competitive retail location in the UK, with the lowest city centre retail vacancy rates in the country
- High levels of visitor spend per head
- A completely integrated City Centre offer harnessing digital capabilities for a unique consumer experience
- The City Centre is an exciting place to be, famous for unique and vibrant activities
- A contemporary and engaging public realm, telling the historic story of York in new ways

### TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- A collective vision of what is needed to make York unique and business-led action to deliver it
- Investment through public and private sector in public realm
- Support for new start ups and reinvigoration of existing City Centre businesses
- A single approach to the integration of digital capabilities complementing the physical infrastructure and visitor experience
- A varied programme of unique and vibrant events and cultural activities
- Perpetual marketing of the City Centre offer with coherent brand values

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

York should be world famous as...

PRIORITY?

# THE MOST DIGITALLY CONNECTED CITY IN THE UK: CONSISTENTLY AHEAD OF THE CURVE WITH DIGITAL INFRASTRUCTURE AND PIONEERING THE CREATIVE EXPLOITATION OF THIS

PRIORITY FROM...

Analysis of evidence



Previous Economic Strategy



Other York strategies

York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- 1 Gigabit dark fibre infrastructure rollout underway, placing York ahead of the curve in terms of ultrafast digital connectivity. York is one of four current Gigabit Cities in the UK
- Free WiFi in the City Centre and on all Park and Ride routes
- Leading innovative digital businesses located in the City
- Existing private-sector led Digital Strategy Group

## THE GOAL

- For 80% of households and businesses in York to have the opportunity for 1 Gigabit speeds by 2017; maintaining this competitive advantage into the future
- Free WiFi across the City Centre and on public transport
- Creative exploitation of this digital infrastructure for new products and services, and a smarter city
- Local business and people with the digital skills and expertise to drive and benefit from the move to a more digital economy
- A reputation as a pioneering digital city

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Continual public and private sector investment in infrastructure to stay ahead of other cities in terms of digital connectivity
- To be early adopters of new technologies with appropriate investment to deliver this
- An open platform of valuable data to enable new products and services to be designed
- Embedding digital training throughout all disciplines in education and skills provision
- Perpetual marketing of the City's digital capabilities, with clear York differentiators
- Major IT businesses moving to the City, validating the commercial impact on industry

## THE IMPACT OF SUCCESS

Number of jobs

Average wages and productivity

Perception of place

Reducing inequality

Business competitiveness

Environmental sustainability

York should be world famous as...

PRIORITY?

# A LEADING CREATIVE CITY ON THE WORLD STAGE: HOME TO THE FASTEST GROWING AND MOST EXCITING DIGITAL MEDIA ARTS SECTOR IN THE UK

PRIORITY FROM...

- Analysis of evidence
- Previous Economic Strategy
- Other York strategies
- York Economic Partnership / subgroup
- Business community consultation
- Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- York's creativity is internationally recognised (UNESCO) and a new source of local pride
- World-class creative organisations
- Investment in digital/academic infrastructure and civic support
- Local and national appeal of many and varied festivals, with increasing visibility and credibility with key industry players internationally through events such as ASFF
- Distinctiveness: Museum and Stage interpretation; Social innovation; Live streaming and Digital archiving; Arts media

## THE GOAL

- Double the size of York's creative economy from £164.8m to £329.6m by 2025
- Increase proportion of cultural tourists from 17% to 25%, increasing value of tourism to £1bn by 2025
- Creativity and culture baked into City development plans and growth
- Creative sector impact across all sectors e.g. via research and innovation
- Attract international investment whilst exporting our ideas and inventions

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Recognisable worldwide brands doing business in / moving to the City (e.g. BBC in Manchester)
- High levels of start-ups within the sector and rapid growth and increased profile for indigenous businesses
- Distinctive sub-sectors and events widely recognised as leaders on an international stage
- A pipeline of talent, and the social networks and culture to attract and retain these people
- Public and private investment in programming and infrastructure, with sufficient affordable accommodation at every stage of company growth

## THE IMPACT OF SUCCESS

-  Number of jobs
-  Average wages and productivity
-  Perception of place
-  Reducing inequality
-  Business competitiveness
-  Environmental sustainability

York should be world famous as...

PRIORITY?

# THE BEST PLACE IN EUROPE FOR FAMILIES TO LIVE, WORK AND VISIT

## PRIORITY FROM...

Analysis of evidence

Previous Economic Strategy

Other York strategies

York Economic Partnership / subgroup

Business community consultation

Local Enterprise Partnership

### YORK'S DISTINCTIVE STRENGTHS

- York is frequently recognised and awarded for being one of the best cities for quality of life in the UK, e.g. place that Britons most want to live; inward investment top UK city for quality of life
- York's particular offer of heritage, culture and quality of life has the potential to particularly appeal to families and family life
- York has some of the best schools in the country, as evidenced by being the top city for GCSE (2013, Centre for Cities)
- 23% of visitors to the City travel with children. This is a foundation to build upon, with significant untapped potential

### THE GOAL

- York is seen as the ideal place to visit as a family, with a huge range of activities, products and services tailored towards the family market (increase in number of people visiting York with children)
- People choose to move to York because of the high standards of quality education, bringing an associated influx of talent for local businesses (increase in inward migration to the city within family age bands)
- York businesses are leading the way in family friendly policies

### TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Place marketing targeted at families
- New attractions which appeal to the family market setting up in York, with existing providers developing new products and services
- Businesses willing to adopt family friendly policies, with clear business cases for ROI
- Continued investment and support for schools and other educational establishments as a distinctive asset for York
- A range of high quality cultural activities and events focussed on the family
- To deal with ASB issues in the City Centre

## THE IMPACT OF SUCCESS

 Number of jobs

 Average wages and productivity

 Perception of place

 Reducing inequality

 Business competitiveness

 Environmental sustainability

York should be world famous as...

PRIORITY?

# A CITY WHERE HERITAGE IS CREATIVELY AND DISTINCTIVELY USED TO CRAFT A UNIQUE CONTEMPORARY CITY AND ECONOMY

## PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- York has a rich history and is one of the premier heritage Cities in the UK representing architecture from a number of historic periods
- Some of York's most famous features are its historic Minster and City Walls
- Existing creative use of marrying the old with the new, e.g. Illuminating York, Aesthetica Short Film Festival, tourism apps
- Academic institutions and businesses based in York are at the leading edge of contemporary heritage interpretation, including the use of digital in this field

## THE GOAL

- York is renown as a city where heritage is creatively and distinctively used to craft a unique contemporary city and economy
- The highest quality public realm, well planned and maintained
- Numerous businesses maximising York's heritage and heritage resource to benefit new products and services
- York is becomes known for its unique quality contemporary design
- Increase of perception of place and visitor numbers as a result.

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- The Heritage resource base exploited by creative businesses to provide competitive advantage & many new ideas of marrying old and new established and being delivered
- The Guildhall and several other key historic building transformed for distinctive contemporary uses
- Co-ordinated action and investment in the public realm of the City Centre
- PLACE Design Review to deliver outstanding new development, and high quality (but possibly quirky non-standard) designs
- Consistent place marketing

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability

York should be world famous as...

PRIORITY?

# A CITY WHICH INNOVATES AROUND FOOD: SUSTAINING, CREATING, APPRECIATING

PRIORITY FROM...



Analysis of evidence



Previous Economic Strategy



Other York strategies



York Economic Partnership / subgroup



Business community consultation



Local Enterprise Partnership

## YORK'S DISTINCTIVE STRENGTHS

- Rich heritage in the chocolate industry: Rowntree's, Terry's etc
- Distinctive visitor activities around food e.g. Barley Hall, York Chocolate Story
- Large farming community within N Yorkshire with innovative approaches to agriculture
- Expertise at FERA & the University of York around food resilience, process innovation and Agri-tech
- Nestle Product Development Centre
- Large number of food manufacturers in the wider region
- High quality and diverse restaurant offer frequently recognised by industry awards

## THE GOAL

- York research is solving major food security and sustainability issues around the world
- With several Michelin starred restaurants in the City, the City is the Northern destination of choice for food gourmets and connoisseurs
- A unique and dynamic tourism offer around food: fun activities and attractions showcasing science and innovation around food attracting higher visitor spend in the City
- Yorkshire & the Humber extends its leading position as having the largest concentration of food manufacturers in the UK

## TO OUTCOMPETE THE COMPETITION, WE'D NEED...

- Multi-faceted marketing focussed around the theme of York's food offer
- Continued pursuit of world class research in this field from key institutions in the area; support for businesses to harness this
- Innovative new attractions and tourism product development around food
- A coherent network working across diverse sectors delivering unexpected synergies
- Major food businesses moving to the region, validating the commercial impact on industry

## THE IMPACT OF SUCCESS



Number of jobs



Average wages and productivity



Perception of place



Reducing inequality



Business competitiveness



Environmental sustainability