

Workshop 5 – Business growth and investment



North Yorkshire has a healthy economy, but it does face a number of challenges. These include low productivity, a lack of innovation and an upcoming challenge from Brexit and the withdrawal from the Common Agricultural Policy, sending ripples of change through the economy.

Collectively responding to these challenges can only be achieved in partnership and we all have our part to play.

Facilitators:

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What are the techniques & processes?

Changes are taking place at District level, this is achieved by bringing in people with entrepreneurial skills, and policies are being driven forward by these new people, such as tackling the old fashioned practices such as spending budgets by the end of the financial year, even if it is not money best spent.

There is still recognition that things take time to change, especially due to NYCC size. Communication is still difficult with it being difficult to ascertain who the right person is to speak to – potential solution go to the relevant Scrutiny committee to raise issues.

Feeling that there is still work that needs to be done on changing the culture – especially the difference between sectors in tackling risk with local authorities being very risk adverse.

Another solution is around approaching issues geographically. Co-production through a shared understanding of the challenges faced with in geographical area and therefore shared economic objectives. So everyone is travelling in the same direction. This ties in with the need for a culture of selfless advocacy with organisations.

What are the barriers/enablers to allow change?

Working for the greater good and long term shared objectives even if certain parts are not relevant to their core delivery.

A barrier is the perception around the voluntary sector being amateurish – rather the reality that it is a professional sector that brings significant money into the area.

There is an opinion that a barrier is the institutionalised statutory sector when more coproduction is needed especially in the face of the County's rurality.

It was also felt that a barrier is the way the Council decides policy direction – via politics. With those most influential politically being unwilling to change – need to break up this political control with public and private sector working for the majority not the affluent few.

Enabler - need to look at what creates a culture of risk and need to look at how to bring entrepreneurial opportunity (enterprise) into the local authority's way of working. Need to introduce competition into the public sector in order to be more entrepreneurial.

Enabler – develop a Theory of Change for North Yorkshire. This process will link everything and would provide a framework that could be used to co-produce solutions. It would create a visionary approach and could be tied in with inclusive growth.

Discussion also covered:

- Root cause analysis
- Lean start up
- Pivoting for new start ups
- Values based recruitment
- Skills for Care – Leadership Framework