



**Notice of a public meeting of  
Economic & City Development Overview & Scrutiny Committee**

**To:** Councillors Waller (Chair), Watt (Vice-Chair), Semlyen, Barnes, Burton, Scott and D'Agorne

**Date:** Wednesday, 12 November 2014

**Time:** 5.30 pm

**Venue:** The Auden Room - Ground Floor, West Offices (G047)

**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 last meeting of the Economic & City Development Overview & Scrutiny Committee held on 1 October 2014.

**3. Public Participation**

It is at this point in the meeting that members of the public who have registered their wish to speak can do so. The deadline for registering is **Tuesday 11 November 2014 at 5.00 pm.**

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

## **Filming, Recording or Webcasting Meetings**

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### **4. Attendance of the Cabinet Member for Homes & Safer Communities (Pages 7 - 26)**

The Cabinet Member for Homes and Safer Communities will present a report which will update the Committee on the priorities within her portfolio area.

### **5. Draft Final Report on Graduate Business Start-ups, Entrepreneurialism and Higher Value Jobs (Pages 27 - 74)**

This is the Draft Final Report on the work on the agreed scrutiny review of more productive and higher value jobs being undertaken by a Task Group on behalf of the Economic & City Development Overview & Scrutiny Committee (ECDOSC).

### **6. Update report on the implementation of the recommendations from the Construction Skills Scrutiny Review and the work of YorCity Construction (Pages 75 - 84)**

This report provides Members with an update on the implementation of the recommendations of the previously completed Construction Skills Scrutiny Review and the ongoing work of YorCity Construction.

- 7. Addressing climate change, fuel poverty, rising fuel bills and generating and selling localised sustainable energy in York.** (Pages 85 - 98)  
This report outlines the current ongoing work happening across CYC and the city to help mitigate against climate change, fuel poverty and rising fuel bills. It also illustrates the ongoing work relating to the generation of localised sustainable energy.
- 8. York Economic Dashboard** (Pages 99 - 104)  
This report provides Members with York's latest Create Jobs and Grow the Economy Dashboard.
- 9. Scoping Report on Proposal for Scrutiny Review of Lendal Bridge Closure** (Pages 105 - 110)  
This report presents Members with information regarding the proposed scrutiny review on the closure of Lendal Bridge.
- 10. Update Report on Membership of the Supporting Older People's Task Group** (Pages 111 - 114)  
This report informs members of the need to amend the membership of the Supporting Older People's Task Group following changes to the composition of the Economic & City Development Overview & Scrutiny Committee.
- 11. Work Plan 2014/15** (Pages 115 - 116)  
Members are asked to consider the Committee's work plan for the municipal year.
- 12. Urgent Business**  
Any other business which the Chair considers urgent under the Local Government Act 1972.

**Democracy Officer:**

Name- Judith Betts  
Telephone No. – 01904 551078  
E-mail- judith.betts@york.gov.uk

For more information about any of the following please contact the Democracy 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 (Polish)  
własnym języku.

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

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Meeting	Economic & City Development Overview & Scrutiny Committee
Date	1 October 2014
Present	Councillors Semlyen (Chair), Barnes, Burton, Cuthbertson, D'Agorne, Riches and Watt (Vice-Chair)

**18. Declarations of Interest**

At this point in the meeting, members were asked to declare any personal, prejudicial or pecuniary interests they may have in the business on the agenda. None were declared.

**19. Minutes**

Resolved: That the minutes of the last meeting held on 23<sup>rd</sup> July 2014 be approved and signed by the Chair as a correct record subject to the following amendment:

Minute item 15 'York Economic Dashboard', 1<sup>st</sup> paragraph, a typo be corrected to state that 'York's current rate of unemployment is 2.2% below the national average'.

On the same minute item, Officers also confirmed the Centre for Cities report on wages had been circulated to the committee via email, as requested.

**20. Public Participation**

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

**21. Cabinet Member for Environmental Services, Planning and Sustainability**

The Cabinet Member for Environmental Services, Planning and Sustainability attended the meeting to give an update on his priorities and challenges for the municipal year.

Members queried a number of points including;

- The housing figures in draft Local Plan
- If a free circular bus service would be introduced in York
- The pro-active measures being taken within the Cabinet Members portfolio to help York's economy.
- The Cabinet Member's views on fracking

In relation to the question about the number of new houses in the draft Local Plan, the Cabinet Member informed the Committee that the figure was realistic in relation to Government Policy and was necessary in order for the plan to pass the inspection stage.

In response to a Member's question about the possible introduction of a free circular bus the Cabinet Member advised that while there had been experiments with a circular bus in the past, the service had been discontinued due to costs.

In terms of the economy, the Cabinet Member advised that his portfolio supported growth in York in a number of ways, particularly via planning to give planners confidence to invest in York. An ambitious Local Transport Plan was also in place to encourage growth.

In relation to the question about fracking, the Cabinet Member advised that there is a wider policy debate but more needs to be understood about the impact on water supply. In terms of licences for fracking, they are Government issued, but Local Authorities would have some control through planning applications for fracking support facilities.

Resolved: That Members noted the update report and the comments made by the Cabinet Member at the meeting.

Reason: So that Members are kept aware of the priorities within the Cabinet Member's portfolio.

## **22. Draft Framework for York's third Air Quality Action Plan**

Members considered a report which presented to them the draft framework for York's third Air Quality Action Plan (AQAP3).

The framework would be the main delivery plan for measures in the York Low Emission Strategy (LES). The draft framework takes into account the findings and recommendations of the York Low Emissions Zone (LEZ) study, the York anti-idling study and the York electric bus study.

Members' attention was drawn to the main points covered by the report. Officers were questioned about the areas in which progress had been made, in particular the introduction of electric vehicle charging points and the ongoing work for further charging provision in the city. It was also noted that significant progress had been made in electrifying York's bus fleet.

Discussion took place on the challenges facing the Council in its continuing efforts to improve air quality. It was noted that funding available to support work on the air quality agenda would be dependant on Government Policy and the result of the next election would be key going forward in terms of the grants available and funding given to Local Authorities. Members also commented that the level of support from the public in switching to electric vehicles was an issue and marketing work was an area which could be improved on, not only by the Council but by vehicle manufacturers.

Resolved: That Members noted the contents of the report.

Reason: To keep the Committee informed about progress of York's third Air Quality Action Plan.

**23. Six Monthly Update Report on Major Development Schemes in York**

Consideration was given to a report which provided Members with an overview and update in relation to the major development and planning proposals in the city.

The Interim Director for City and Environmental Services was in attendance to outline the key points of the report and advised that intensive discussions were ongoing for all of the sites listed in the report.

Discussion took place regarding the York Central site, in particular the issues surrounding access and the proposed bridge. Officers advised that the site was of a complicated nature of which access was one of the issues. Work is ongoing with Network Rail to commence development at the site in 2015.

Members thanked officers for their hard work and progress made with all the development sites.

Resolved: That the Committee noted the present position in relation to major developments and planning applications in the city.

Reason: In order to provide the Committee with a regular update on developments in the city.

**24. Six Monthly Update on Major Transport Initiatives in York**

Consideration was given to an update report on major transport initiatives in the city currently being progressed.

Members questioned a number of points, in particular the 'pay on exit' trial at Marygate Car Park. Officers confirmed that the trial commenced in July and is currently ongoing. The objective of the trial was to establish if car park users stay longer if not tied to a return time. The management costs will be worked out at the end of the trial to work out viability of 'pay on exit' for the City car parks.

In response to a Member's question, it was confirmed that work on the Haxby to Clifton Moor cycle route was due to start shortly.

Resolved: That the committee noted the present position in relation to major transport initiatives in the city.

Reason: In order to provide the committee with a regular update on initiatives in the city.



**25. Single Equality Scheme Update and Refresh**

Consideration was given to a report which outlined details of a refresh of York's Equality Scheme.

In terms of the Economic Wellbeing priority, Members made the following comments:

- It is important to facilitate inclusive access into the retail/cultural centre of the city.
- It is important not to neglect work on helping older people into employment due to recent focus being on helping the young.
- Priority should be given to helping the Gypsy and Travellers access to the labour market.

Officers advised that comments would be taken into account and that the next stage of the process would be to look at the priorities of the scheme in more detail.

Resolved: That Members commented on the draft priorities and outcomes as above.

Reason: To help ensure relevant equality issues are reflected.

**26. 2014/15 Finance and Performance Monitor 1 Report**

Members considered a report which provided details of the 2014/15 forecast outturn position for both finance and performance in City and Environmental Services and Housing Services.

Officers advised that it was still early in the financial year and the areas showing an overspend may recover.

Members queried the figures for City Development and Sustainability and officers confirmed the variance should be +340 and not +540 as stated in the report.

In response to questions regarding low car parking income, Officers advised that the figures for first quarter of 2014/15 were unusually low and could be down to a number of factors such as Haymarket car park being closed and the new Vangarde

shopping centre opening recently. Officers would continue to monitor the figures for the rest of the financial year.

Resolved: That Members noted the report.

Reason: To update Economic & City Development Overview & Scrutiny committee of the latest finance and performance position.

**27. Work Plan 2014/2015**

Members considered the Committee's work plan for the 2014-15 municipal year.

Members had no additions to the work plan but asked that for the next meeting, agenda item number 6 'Higher Value Jobs Scrutiny Review Draft Report' be moved higher up the agenda to item 2 and agenda item 2 'Finance and Performance Monitor' be moved to item 6.

Resolved: That the work plan and verbal updates be noted including the following amendment:

- For the meeting on 12<sup>th</sup> November 2014 agenda items 2 and 6 are to swap places as detailed above.

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

Councillor Semlyen, Chair

[The meeting started at 5.30 pm and finished at 7.20 pm].

**Cabinet Member for Homes & Safer Communities report to ECDOSC, 12 November 2014.**

The work in the Housing Department continues in a climate that is challenging due to benefit changes, lower incomes and rising cost of living.

Work undertaken in the directorate is linked to the Council's priorities to:

- Create jobs and grow the economy
- Get York moving
- Build strong communities
- Protect vulnerable people
- Protect the environment

However with national budgetary constraints continuing funding from Government grants has reduced which in turn will hamper what we would like to do.

As I continue to say at every available opportunity ..... *'An affordable, decent quality and warm home is key to residents' health and wellbeing and to children's educational attainment'....* and as previous said I will continue to say until every resident of the City has the choice of a decent home. Whilst we have a better than average housing stock, across tenures, we must not become complacent. Whilst some believe that residents should move away, because of York's housing costs and lack of supply, my view is that this is morally unacceptable.

The Housing duties of the Council are many and varied and centres not only around our stock but partnership working and increasingly with regard to the Private Rented Sector (PRS) as this grows year on year – it is our duty to ensure that residents live in safe and sound homes.

However the politics of housing are becoming increasingly polarized through the stigmatization of those who live in social and private rent. When those involved in development sectors and politicians claim that social housing devalues market rent and purchase then we should rightly defend the work that the Council and Housing Associations do to ensure an ever increasing section of the population is homed.

**Choice Based Letting scheme** - The partnership is made up of:

- City of York Council
- Craven District Council
- Hambleton District Council
- Richmondshire district Council

- Ryedale District Council
- Scarborough Borough Council
- Selby District Council
- Broadacres Housing Association
- Yorkshire Coast Homes
- Yorkshire Housing

Vacant properties are advertised on the website [www.northyorkshirehomechoice.org.uk](http://www.northyorkshirehomechoice.org.uk) and in a weekly property sheet that you can pick up throughout the county.

Residents can bid for properties if they have registered on the Common Housing Register. When the advertising cycle for a property closes bids are sorted in order of their priority and the property is then offered to the first eligible person with the highest priority that appears at the top of the shortlist. Details of recent bids are published openly so that those bidding can compare their position against those that were successful in qualifying for the properties.

There are often queries, from those on the 'List' and Councillors, why residents are in particular categories. I thought it may be of interest for members, and for those who read this report, to understand the system. Below I have reproduced sections from the guide:

### ***Emergency band***

- *Applicants unable to return to their home from hospital because their current home is permanently unsuitable. We will need a letter from the hospitals senior social worker or relevant senior consultant to confirm this.*
  - *Applicants unable to access key facilities in their home without major adaptation works*
- Only applicants with a local connection to the partnership area will be considered for the emergency band.*

### ***Gold band***

- *Care leavers, with an agreed support package*
- *Applicants who need to move on from an approved accommodation based supported housing scheme*
- *Under occupiers of a Local Authority or Housing Association property in the partnership area who want to move to a property with at least two fewer bedrooms.*
- *Applicants who are statutory homeless or at risk of homelessness and in priority need*
- *Applicants who are overcrowded and require two or more bedrooms*

- *Applicants with a serious and enduring illness whose health and/or wellbeing is significantly compromised by their home or environment*
- *Applicants who need to move to relieve a proven hardship*

**Silver Band**

- *Applicants who have a health or wellbeing issue, which will be removed or improved by moving*

**Bronze band** - *All other applicants.*

**Good Tenant Scheme formally Good Neighbour** - *This is an incentive scheme for tenants for partner's landlords who have not in the past 3 years breached any of their tenancy conditions and have a clear rent account. They will be awarded one band higher than their assessed housing need to a maximum of gold band*

*To qualify, your home must be in a good state of repair and decoration and suitable for re-letting without additional work (over and above the relevant safety checks) and you must agree to allow your landlord to show other applicants around the property before you move out.*

For further and more detailed information I have included the web links to the HomeChoice Scheme Guide and Housing Allocation Policy

[http://www.york.gov.uk/download/downloads/id/993/north\\_yorkshire\\_homechoice\\_scheme\\_guide](http://www.york.gov.uk/download/downloads/id/993/north_yorkshire_homechoice_scheme_guide)

[http://www.york.gov.uk/downloads/file/977/north\\_yorkshire\\_housing\\_allocation\\_policy](http://www.york.gov.uk/downloads/file/977/north_yorkshire_housing_allocation_policy)

**Waiting List** - Last year all members of the scheme took part in a refresh of applications which resulted in anyone who did reply being removed from the list, many others due to changes in circumstances also were removed from the list. The current Waiting List position at year end and Q2 end is:

Register by LA & Band @ 01.10.14					
	Emergency	Gold	Silver	Bronze	Total of Band
Craven	0	28	168	340	536
Hambleton	6	70	319	482	877
Richmondshire	0	44	173	201	418
Ryedale	0	55	272	338	665
Scarborough	2	232	581	1102	1917
Selby	2	38	249	277	566
York	2	178	763	404	1348
Total of Local Authority	12	645	2525	3144	6327

There have been significant reductions in the numbers across the region, since the allocation policy changes have been implemented. As I reported last year this was expected due the changes which included:

- Ensuring local people have priority by restricting the register to people who have a local connection
- Supporting balanced and sustainable communities by preventing people with a history of serious Anti-Social Behaviour issues from qualifying for social housing
- Excluding homeowners who have no recognised housing need either for economic or social reasons
- Introducing a financial threshold for people who have a combined household income and/or capital and assets of £60,000 plus and who may be able to meet their own housing needs. It is recognised some people, in particular the elderly, may need to move into specialist accommodation and alternative housing advice will be given to them

- Allocating properties to meet applicants' assessed bedroom need
- To make the process fair, penalties to exclude persons from the register have been introduced. These include persons, who provide false information, deliberately withhold information or who have deliberately worsened their housing circumstances.

The changes, as I noted last year, have significantly reduced the numbers in the Bronze Band. During consultation many applicants in Bronze Band reported that the previous policy gave people unrealistic expectation of any chance of being allocated a home. There is then a view that has been discussed across the region that whilst numbers are down there is no actual reduction in need as many simply do not register or re-register due to believing there is no possibility of obtaining a home.

With regard to those who are now excluded who own a home. I have had some casework involving such situations where people cannot afford their home due to change in employment – lower incomes – that their debt outweighs any equity or due to relationship breakdown. If mortgage rates do raise this maybe an area we see more people coming forward from.

**Changes to Council Homes rent payment** - From April 2014 tenants have been paying their rent in advance. This includes when signing a tenancy agreement for a new Council home - this applies to new tenants and existing tenants who want to move home. A helpful factsheet can be viewed here:

[http://www.york.gov.uk/downloads/file/12812/r1\\_get\\_rent\\_ready\\_factsheet](http://www.york.gov.uk/downloads/file/12812/r1_get_rent_ready_factsheet)

**Homeless applications 14/15** 45 presentations & 23 acceptances.  
69 in temp (13/14 57 presentations, 31 accepted 90 in temporary)

**Arrears** – City of York Council has not yet completed the latest arrears report (up to the 5<sup>th</sup> Oct) last reporting period headline figures were:

- Current arrears £771,812 (£911,943 at the same point last year)
- Former arrears £309,496 (£342,185 last year)

The Council has the lowest rent arrears for 12 years due to the work being undertaken to engage with our tenants. This is a major achievement considering the affect of the Bedroom Tax

**Voids** - The next voids report (lets up to 5th Oct) will not be produced for a couple of weeks. The latest figures (cumulative figures to 24 August). Total number of lets: 237

Re-let time: 25.92 days  
 Number of secure lets: 178  
 Re-let time (secure): 26.44 days  
 Number of mutual exchanges: 77

**Discretionary Housing Payments (DHP) accessed** – As I reported last year the changes to benefits saw a 350% increase in DHP applications compared to same period (Mar-Sep) in 12/13. Below includes the full year 13/14 and this year up to 30/09/14:

	Apps made	Apps paid
12/13	268	201
13/14	876	587
14/15 (to 30/9/14)	425	350

**Bedroom Tax** – this cruel tax continues to affect a large percentage of vulnerable residents. Council Officers continue to provide support and help for those struggling. It is particularly worrying to note the number affected with dependents and it should not be forgotten that many on Housing Benefit in the City are in work but due to low pay levels and an increase in part-time work, especially for women, benefits are needed to not up income.

<b>Actual 310314</b>	<b>RSLs</b>	<b>CYC</b>	<b>Combined</b>
	<b>No.</b>	<b>No.</b>	<b>Total</b>
Total Housing Benefit caseload	3,023	5,063	8,086
No. Affected by Bedroom Tax	345	586	<b>931</b>
% caseload affected	11.4%	11.6%	<b>11.5%</b>
No. Affected by Bedroom Tax with dependants	123	212	<b>335</b>
Lone parent	92	147	<b>239</b>
1 bedroom excess	308	487	<b>795</b>
2+ bedroom excess	37	99	<b>136</b>



Est. av. Loss per wk	£15.31	£14.60	<b>£14.86</b>
for 1 bedroom excess	£14.05	£12.88	£13.33
for 2+ bedroom excess	£26.08	£23.13	£23.92
Total annual loss	£273,934	£409,894	<b>£683,828</b>
No. on IS or equiv.	184	339	523
No. non-IS	161	247	408

### Adaptations

- 67 disabled facilities grants completed so far to help residents
- 60 major adaptations completed in council homes for council tenants
- 718 minor adaptations installed across all tenures e.g. grab rails/banister rails and half steps
- 100% of customers stated that they this has enabled them to remain in their homes and improved the quality of their life

### Additional Grant funding received

- £20K additional Disabled Facilities Grant funding received above normal allocation in 2013/14 and helped two ex-servicemen obtain adaptations

**Capital Works Programme 2013/14 & 2014/15** – there have been a number of political attacks on how the Housing Revenue Account (HRA) is spent. As there seems not to be an understanding of the repair and maintenance costs of our homes I thought that this report would give an opportunity to explain.

As a responsible landlord it is important that our stock is kept to a high standard, that homes are insulated, at consistently high levels, to help reduce energy costs and that they are safe and of a standard we would all wish to live in. The HRA Business Plan which was approved in September 2014 sets out that over the next 5 years £74.5m will be spent on responsive repairs / maintenance and improvements to the Council's housing stock.

Whole City stock reports have constantly found that the poorest housing stock in the City is in the private sector – Private Rented Sector (PRS) and owner Occupier. As a responsible landlord we can set an example and our Tenants Choice Scheme is valued by our tenants. There should never be a situation where renting in the social housing sector means poor quality and standards

<b>Capital Works Done 13/14</b>	<b>No of Homes</b>
Doors fitted on external painting & repairs	78
External Painting Programme	1022
Heating Referrals - Npower	410
Loft Conversions	7
Roofing	60
Sound proofing	67
Tenants Choice - Main Programme	218
Tenants Choice - Rewires Only	33
Tenants Choice - Voids by Forrest	48
Window Replacements	700

<b>Capital Works 14/15</b>	<b>Planned No of Homes</b>	<b>as at 28/10/14 completed</b>
Airey Houses - non traditional	16	0
Doors fitted on external painting & repairs	30	19
External Painting Programme	1200	1180
Heating Referrals - Npower	400	168
Loft Conversions	16	10
Roofing	60	0
Soundproofing	60	14
Tenants Choice - Main Programme	230	218
Tenants Choice - Voids by Forrest/Gentoo		25
Window Replacements	300	187

I can also report that the window programme will be finished this financial year, meaning that this has been completed within four years from a situation of no forward planned budget except for year one under the previous administration. This has been a huge undertaking but was one that I have driven to come in on time due to the importance of our homes having an increased SAP rating (Standard Assessment Procedure) and helping towards saving our tenants money.

**Ongoing loft and cavity wall insulation work** - From August 2013 to June 2014 the City of York Council worked in partnership with Cosyseal. Cosyseal carried out surveys on all our council homes to check whether current loft and cavity wall insulation levels were adequate. If the insulation is found to be inadequate, Cosyseal carried out works to improve insulation levels.

**Gardening Service** - The Garden Maintenance contract provides a grass and hedge cutting service for elderly and disabled customers living in Council accommodation who are unable or have no family to maintain their garden. Oakdale NE Ltd were awarded the contract in the early summer.

Unfortunately their early work involved a lot of 'catching up' due to difficulty with the previous contract. However the feed back from residents has been excellent with many saying how good Oakdale's staff are and the quality of their work. We have had feedback from 33% of the 413 Garden Assistance customers, with an average performance rating of 9.22 out of 10.

Next year, as part of the new contract, grass cuts will be increased from 5 to 7 and hedge cuts increased from 2 to 3. This decision was taken following on from customer feedback.

**Housing & Building Services Customer Service Excellence Award –**  
I am delighted to report that the whole Housing and Building Services Teams have received this recognition and would thank them for their hard work which has been recognised through this award. The team received this award after inspection in September 2014 which certifies the service as giving customer service excellence to its housing clients.

The assessment team spoke to myself, Council Officers, representatives of the Residents Associations and Federation and partners.

The independent service review reveals that the Council's Housing and Building Services team has achieved the Government Standard for Customer Service Excellence which is in line with the 2013/14 Tenant and Leaseholder Annual Report which shows a nearly 90% overall satisfaction rate, and which the assessment acknowledged.

The assessment noted the team's commitment to help the harder-to-reach and vulnerable customers and delivering improved services to them. The report noted that Council Officers have good insight into the needs of different groups and also how they continually build on that knowledge.

The assessors reported that the Council provided a seamless service for highly vulnerable younger residents who come to the team for support and through the help offered are able to manage their own tenancy, as well as exceptional partner working such as with the Citizens' Advice Bureau and contractors.

Below comments are from the report back

*Housing Services deliver services to a wide range of customers. They have over 7,000 tenancies; provide specialist support for older persons and young people as well as having a wide remit for improving private sector provision. They have developed positive working relationships with private sector landlords and established their own lettings agencies for private sector tenancies.*

*They also have responsibility for managing statutory homelessness through the Housing Options service. Staff deliver front line services through estate management and delivery of an 'in-house' Building Services repair and maintenance team as well as working in partnership to deliver improvements to ensure 'Decent Homes Standards' are maintained. Highlights from the Assessment include the good overall satisfaction which is within top quartile, the commitment to helping the harder to reach and vulnerable and delivering improved services for them, the work achieved within the private sector, partnership links with CAB and building contractors which clearly adds value to customers and the seamless service for the vulnerable younger persons who come to you with chaotic lifestyles and who emerge in maintaining sustainable tenancies.*

*The culture of the organisation from local politicians, through management structure to front line employees is very open with staff feeling able to talk openly to managers about improving and developing the services.*

*Particularly of note was the customer focus shown by front line Building Operatives and the high levels of satisfaction they achieved from customers whilst in their homes.*

**The Glebe** - The Glebe has been selected as a winner of one of the 34 Awards in the *National Housing for Older People Awards 2014*. I would like to thank all staff involved in the running and management of The Glebe and to those residents who voted for their accommodation.

The awards were voted on by 3288 residents of 257 retirement, sheltered and extra care housing using the EAC (*Elderly Accommodation Counsel*) card game designed to stimulate discussions and help capture satisfaction ratings on design, services, and well-being. Nominations from all forms of housing for later life were received between 1st October 2013 and 15th September 2014. For further information I have provided links to the awards and the EAC card game.

<http://www.housingcare.org/providers/housing-for-older-people-awards-2014.aspx>

<http://www.housingcare.org/providers/eac-resident-consultation.aspx>

**Tenant and Leaseholder annual report 2013/14** Once again a huge thank you to all those residents who took part in this year's survey. As ever some really useful information came forward and has helped shape improvements to the Housing Departments work which led to the Housing Services Customer Service Excellence Award. The following link leads to the report:

[http://www.york.gov.uk/downloads/file/15432/tenant\\_and\\_leasehold\\_annual\\_report\\_201314](http://www.york.gov.uk/downloads/file/15432/tenant_and_leasehold_annual_report_201314)

**Council House building programme** - is on target.

**Beckfield Lane** - Work on Beckfield Lane is under way and is on target for completion, in February 2015, providing 18 new council homes and 9 family houses for market sale. The scheme is being built by Gentoo, and Hudson Moody estate agents is marketing the sale houses, of which I can say four, have already been reserved off plan. 9 of the 18 council homes will be apartments, aimed at over-55s who are down-sizing from larger family houses. The sale value obtained from Hudson Moody is very positive and goes against those who said no one would want to buy them. The 2-bed are to be marketed at £185k and the 3 bed £225k.

The profits from these sales will be returned to the Housing Revenue Account (HRA) to fund further builds.

- **The Pack of Cards**, Linsey Avenue has been demolished and the site cleared so that work can begin.
- **White Swan**, Piccadilly handover is scheduled for December 2014.

Planning permission has been granted for Fenwick Street, Hewley Avenue, Chaloners Road and Newbury Avenue.

**Help to Buy in York: Latest data** – There has been much publicity around the *Help to Buy Scheme* and whether it is actually helping the people it should. The Equity loans are open to both first-time buyers and home movers on new-build homes in England with a purchase price up to £600,000 – the question from across politics is whether this figure should be reduced. Purchases cannot sub-let their homes.

***How the scheme works -with an equity loan:***

- *you'll need to contribute at least 5% of the property price as a deposit*
- *the government will give you a loan for up to 20% of the price*
- *you'll need a mortgage of up to 75% to cover the rest*

Below are the figures for York:

- Help to Buy 1: Equity loan. Covering period 1 April 2013 (start of programme) to 30 June 2014. Total loans in York = 60 with combined loan value of £2,369,357.
- Help to Buy 2: Mortgage guarantee: Total homes purchased under the scheme in York = 23 (up to March 2014 - latest figures available). Combined value of guarantees = £3,524,167
- This shows assistance to new home owners in York totalling almost £6m since April 2013.

Whilst this shows some help it is unclear who is being helped, due to the product being used for up to such a high value. It is also hard to compare with other areas as loans depend on development activity, build out rates and timing and so there is appearing a very wide variation in take up across the country. For further information on the scheme I have provided the links below:

<http://www.helptobuy.org.uk/>

<https://www.gov.uk/affordable-home-ownership-schemes/help-to-buy-equity-loans>

**Housing Week 2014** - City of York Council's third Housing Week is running from 3-7 November 2014. This year it will be focusing on the increasing need for more and better housing solutions in York. To achieve this residents, tenants, professionals and academics will come together to further improve the city's housing and associated service

The theme of the Housing Summit on Friday 7<sup>th</sup> November will be on the part housing has to play on people's health and workshops will address living longer, or with dementia, or independently. Keynote speakers will be John Kennedy from the Joseph Rowntree Foundation discussing research into loneliness and Professor Rebecca Tunstall of the University of York who will talk about research into the links between housing and health. There will also be the first screening of a DVD produced by young people from the council's Howe Hill Hostel who have experienced homelessness.

Events during the week will include:

Media site visits to

- the nine apartments nearing completion at Beckfield Lane. This scheme is aimed at tenants aged over 55 and a recent promotional event aimed at downsizers attracted some 30 expressions of interest.
- the development by Yorkshire Housing near Hob Moor where 41 properties will be available for affordable or social rent, managed by Yorkshire Housing, and 15 properties will be available through the government's Help to Buy scheme.
- 18 affordable city centre homes where the redevelopment has been supported by City of York Council to help regenerate an unused city centre building.

Other events will cover:

- **Older peoples' housing options** - To encourage people to consider and plan their housing options in later life, during the week there will be a series of open days at sheltered accommodation schemes across the city.
- **Homelessness** - City of York Council is launching a new homelessness prevention initiative. As part of it, key agencies will create tailor-made support packages for long-term rough sleepers to support them to get the accommodation and support services the need.

- **Landlord events** - The first ever Student Good Landlord Awards to be made in York will be announced on Tuesday 4 November. City of York Council's YorProperty letting agency is sponsoring the Outstanding Service Award.

Also running throughout the Week is a Council consultation with York's private rented sector to see if the Council is undertaking the right actions to support landlord and tenants now and in the future.

- **Social care connection** - An invitation-only event will bring Adult Social Care professionals together to discuss the future of housing-related support for the most vulnerable residents. While children's service specialists will converge for the annual No Wrong Door conference which brings partners together to help make York a great place in which to live and grow up.
- **Tenants' and residents' events** - Last year's social rented housing swap shop was a great success. Tenants of any registered social landlord are invited to drop in to West Offices on 6 November from 9am-1pm to the 'Your Home, the Right Size' event.
- All the Council's newest tenants have been invited to join residents to brush up their DIY skills. Free sessions will be offered by the Bell Group at a couple of properties in the city to help inspire and up-skill people with looking after their home. Besides stripping then hanging wallpaper, preparing woodwork and basic painting, participants are in with a chance to win a £50 decorating voucher.
- Residents who want to be more active for their own community's benefit are invited to a workshop. There, everything from setting up a community group to running events or activities will be shared to help more people make more of a difference in their neighbourhood.

**Empty Homes** – the Officer dedicated to working on the City's empty homes brought forward our first CPO on a property in Bradley Drive. This was an action that the Council felt necessary to take after years of inaction and the Council not having relevant policies to bring the house back in to use

Interestingly, the owners of the other properties which are on our radar as being suitable for CPO action, have since the publicity, regarding 9 Bradley Drive, been more proactive about their properties.



However Officers are ensuring that where an owner has agreed certain actions that they are keeping to that agreed programme and will take action if they do not.

### Statistics

- 103 Empty Homes were brought back in to use at the end of 2013/14 including our first ever CPO
- Long Term Empties in 2013 were 194. Of these 141 had been empty 6mths-2yrs. Further work on the 141 received replies from 106 owners who confirmed the properties as being empty (no response from 35) with 72 giving reasons. These included:
  - 31 (43%) were undergoing renovation/development (or due to start in the near future)
  - 21 (29%) were sold/let and awaiting occupation
  - 18 (25%) were being marketed for sale/let
  - 2 (3%) were empty because of access/lease issues (city centre shops)

**Housing Accreditation in the Private Rented Sector (PRS) –** As I outlined last year YorProperty is a voluntary accreditation scheme for private landlords and agents, which recognises and promotes good quality, well-managed private sector accommodation. It is aimed at all private rented dwellings, whether the property is licensed under the Housing Act 2004 or not. It provides recognition to landlords and agents who take a responsible approach to letting their properties and helps promote them. It helps tenants by identifying properties which meet the standards set out in the Scheme. The scheme does this by setting out minimum safety, contractual and service delivery standards that tenants can expect when they rent accommodation. These standards are clear, understandable and readily achievable.

The Scheme has been developed in consultation with, and is supported by, City of York Council, the University of York, York St. John University and individual landlords and letting agents.

Accreditation status will be given to landlords and agents of properties which meet the following requirements:-

- The landlord or agent is a fit and proper person and complies with the Scheme's Code of Management Practice.
- The landlord or agent has attended training organised in conjunction with the Scheme or by a recognised organisation.

- The property is free of all Category 1 and high scoring Category 2 hazards as identified under the Housing Health and Safety Rating System (HHSRS).
- Gas Safety certificates and Energy Performance information and other safety certificates are provided as required.
- The property has an adequate means of escape and detection in case of fire.
- The property meets the physical standards set out in the Scheme.

The successful introduction of the YorProperty Accreditation scheme has so far led to 100 landlords/letting agents accredited with a portfolio of 420 properties. YorProperty letting agency is sponsoring the Outstanding Service Award at the first ever Student Good Landlord Awards on 4<sup>th</sup> November part of Housing Week

YorProperty is currently seeking the views of tenants, landlords, letting agents, the wider community and stakeholders in the PRS, to help City of York Council to see whether it is taking the right actions to support the sector and to decide what could be done in the future. Consultation finishes on midday, 21 November. Following the consultation we will be reviewing the responses from all parties to consider the next steps.

**Arclight** – In December I spent a very interesting 2 hours at Arclight to have an update on the work they are doing and to further understand who is coming in for support. It was very good to hear that Arclight were planning to provide a support worker to the Hospital – and in particular A & E – as often Homeless people are either discharged with no address to go to or are kept in beds when there is no need for them. The Support Worker will work with Homeless agencies in the City to ensure that no one is discharged without an address to go to. When I undertook a night in A & E a few months later it was good to hear from Hospital staff how they found this service useful

**Housing Design types** - Whilst it is clear that we need new homes for York residents, traditional build is a slow process and will not deliver at the speed need. Because of this I have for the last few years been looking at alternative designs. I have now visited a number of units to look at the standards and designs and have been speaking with officers about how these can provide much needed homes in the City.

**Gypsies Roma and Travellers** – As members will be aware the expansion of Osbaldwick, six new pitches, was agreed at planning in October 2013.

The release of match funding – to the Homes & Community Agency funds – was agreed by Cabinet on the 5<sup>th</sup> November 2013.

I would like to express my concern over what appears to be an orchestrated campaign to stop the Osbaldwick site expansion going ahead and to the need for future provision.

Firstly, in the House, the MP for York Outer asked Brandon Lewis MP about the location of Gypsies Roma and Travellers sites. In his reply the Minister answered that there needed to be, in 'Planning Law', a change to the definition of Travellers and those who did not travel should be deemed to have their needs met by other means than sites – that is housing. This follows on from comments by the MP for York Outer that sites are not needed as people can live in houses.

In a live interview on Radio York I informed the MP for York Outer he was 'politicking', that his own Secretary of State had not called the planning permission for Osbaldwick 'in' and that his own Government, through the Department for Communities & Local Government (DCLG) and the Homes and Communities Agency (HCA), were funding it. I also asked whether he thought that he, the Minister or the Government believe they had powers over International or European law – the rights and definitions of the groups are defined in International and European Law.

I am also aware that questions were raised with the HCA to whether they thought the funding of Osbaldwick was 'the right thing'. It is concerning to note that at such a late stage this 'question' was raised as if funding had been withdrawn. It would have led to a breach of agreement with regards to contracts.

To try and manage and mend the negative impact that some politicians have continued to pursue in the City I have met on a number of occasions with the Travellers Trust to ensure that there is an understanding that as a Council we recognise our legal duty, but also our moral duty, to ensure the housing of one of our oldest yet most vulnerable communities. I am currently speaking with media outlets and City partners about the continued perceived harassment and the affect this can have on children's access to education and the health outcome of women.

**Howe Hill** – I had a really fantastic visit to Howe Hill to mark its second anniversary as a dedicated Young Persons Foyer – time flies quickly. I was very humbled to meet so many fantastic young people who have been helped and had their life turned around by the services.

The stats for the last two years show a 100% success rate for move on and education and this is all down to the great support offered by the service. The story was picked up by *Inside Housing*.

**National Consultations** - CYC Housing Services has led on the following national consultations and calls for evidence during 2013-14:

- Statutory guidance on housing allocations (Nov 2013)
- Lyons housing review (Feb 2014)
- Natalie Elphick review into the role of local authorities in future housing supply (May 2014)
- Transparency in HRA asset values (Aug 2014)
- Universal Credit data sharing with social landlords (Aug 2014)
- National fuel poverty strategy (Sept 2014)

These responses have ensured City of York Council maintains its national profile and is fully engaged in influencing/shaping national policy.

**Invitations to speak at Conference** - In June I was asked to speak, and be on a discussion panel, at the ***Westminster Social Policy Forum Keynote Seminar: The future for affordable rent and social housing***, on the future supply of Affordable Housing with Lord Richard Best

***Attended:***

- Older Person Housing Launch with Minister for Housing Kris Hopkins – Nov 2013
- Leeds City Region HCA (Leeds) – Oct 2013, Jan, March, June,
- York & North Yorks Strategic Housing Forum – Nov 2013, March, Sept 2014
- Local Government Yorks & Humber Improvement and European Board (Wakefield) – Jan, April, July 2014
- Residents Federation – various months 2013-2014
- Resident Federation Training Day – Jan 14
- Peasholme – Nov 2013, September 2014
- Home Grown Awards – Oct 2013
- Social Enterprise Yorkshire & Humber – Opening speaker
- Student Community Partnership – April 2014
- Portakabin – Dec 2013, Feb 2014
- YMCA Wimbledon – Jan 2014
- Strategic Gypsy Roma & Traveller Board
- Cabinet Office & NESTA, Social Action Summit, London – June 2014

- City Growth Commission – June 2014
- Your Climate Yorkshire & Humber (Climate UK) Infrastructure Board – September, November 2014

### **Media Interviews**

- Inside Housing interview
- Inside Housing Blog for Housing Week
- Radio York – Housing Week / CPO / Older Persons Housing Launch / Bedroom Tax/ Traveller site provision
- Minster FM – Homelessness / Housing Week / Older Person Housing Launch/ Howe Hill

### **Interviews**

- Department of Health interview on Long Term Health & Housing – Dec 2013
- DCLG National Survey interview on attitudes to Gypsy Roma & Travellers Dec 2013
- Dr Friederike Ziegler York University *Mobility in Later Life* interview – Feb 2014
- Simon Town interview re JRF – Jan 2014
- David Pencheon (Director) Sustainable Development Unit -NHS England/Public Health England on Climate Change and links to Health & Housing – March 2014

### **Meetings**

- York High & Millthorpe Deputy Heads meeting– changes to Housing and Welfare Nov 2013
- Jeremy Jones Arclight - Dec 2013
- Jack Dromey MP Shadow Housing Minister – Nov 2013
- Emma Reynolds MP Shadow Housing Minister – March 2014
- Julia Histon York Housing Association – Nov 2013
- Julia Histon & Kevin McAleese, York Housing Ass – Sept 2014
- Shelter & IPPR meeting on housing – Jan 2014
- YMCA Wimbledon – Jan 2014
- Hilary Benn MP – Feb 2014
- Northern Housing Consortium – Feb 2014
- Native Hemp Homes- Jan & August 2014
- York Travellers Trust – April, July and September 2014
- Tony Manning, Veterans Housing – Nov 2014

**Chaired:**

- 'Under the Weather' Department of Health/Public Health England/ Environment Agency. Event Chair – Feb 2014

**Speaking events**

- Housing Week – Oct 2013 & Nov 2014
- Westminster Social Policy Forum, London – June 2014
- Treasury Department - Redesigning and Sustaining Local Public Services: What works, the challenges and overcoming the barriers – June 2014
- Your Climate Adaptation Network, Wakefield – July 2014



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**Higher Value Jobs Task Group****12 November 2014**

Report of Assistant Director Governance and ICT

**Draft Final Report on Graduate Business Start-ups, Entrepreneurialism and Higher Value Jobs****Summary**

1. This is the Draft Final Report on the work on the agreed scrutiny review of more productive and higher value jobs being undertaken by a Task Group on behalf of the Economic & City Development Overview & Scrutiny Committee (ECDOSC).

**Background to Review**

2. At a meeting in March 2014 the Economic & City Development Overview & Scrutiny Committee considered briefing papers on three possible scrutiny review topics and agreed that more productive and higher value jobs could be worthy of scrutiny review. The Committee appointed a Task Group comprising Councillors Burton (Chair), Semlyen and Cuthbertson to examine the proposed topic further.
3. The Task Group met with Officers on several occasions to agree a suitable remit and during a meeting between the ECDOSC Chair, the Head of Economic Development and the Programme Director Business Consolidation it was suggested the focus of the review should be on entrepreneurship and graduate enterprise.
4. The Committee subsequently agreed the following review aim and objectives:

**Aim**

5. To identify cost effective ways to attract graduates and entrepreneurs to start up or relocate in York thus enabling the employment of local people at higher than average wages.

## **Objectives**

6. i) Identify improvements to the way York attracts and supports graduates and young entrepreneurs to develop enterprise in the city.
- ii) Identify an improved marketing strategy for York in general and as a place to grow higher value jobs.

## **Consultation**

7. City of York Council Economic and Enterprise Officers and the Business & Economic Intelligence Unit have been consulted and have provided information in support of this review, as have the University of York, York St John University, Sophie Jewett of York Cocoa House, Ged Dillon of The Hog and Apple, York, and Catalyst IT Solutions, Heslington East, York.

## **Background**

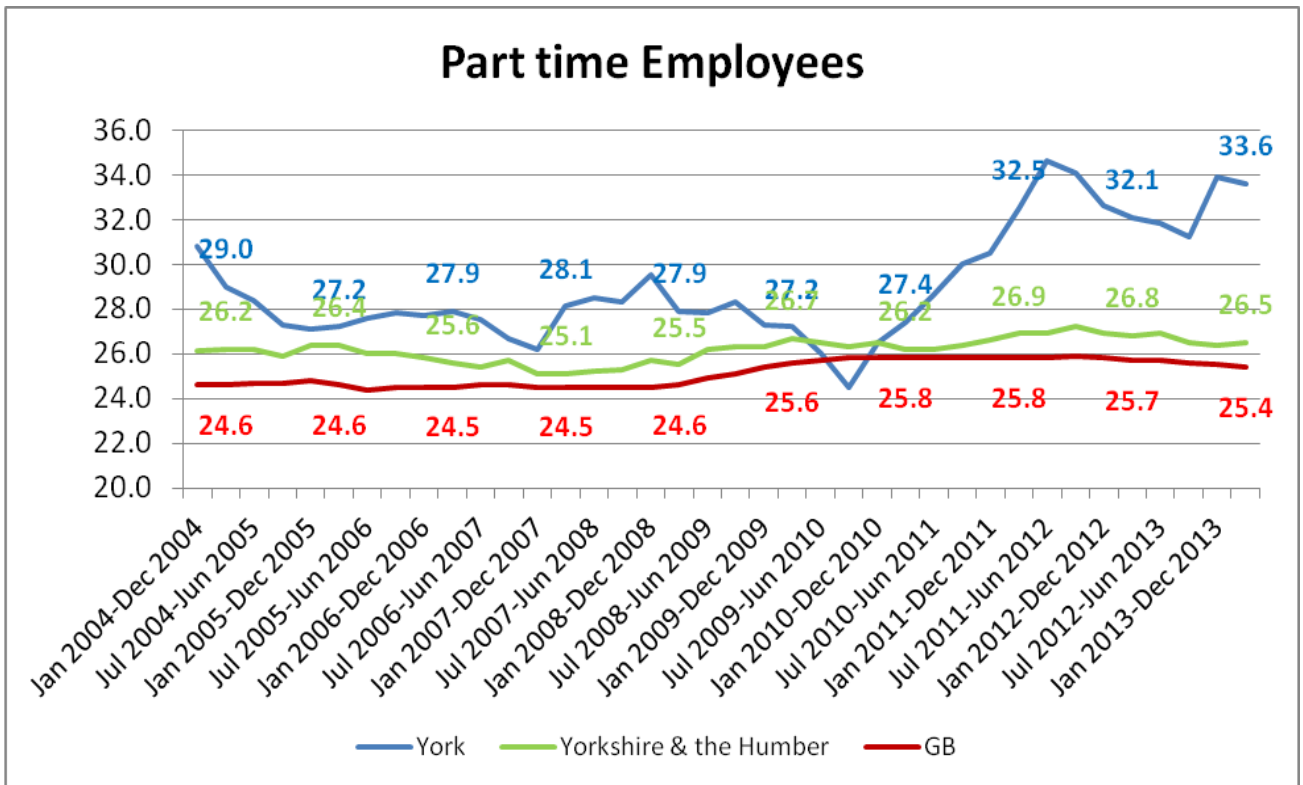
8. In looking to attract higher value jobs it is necessary to understand and appreciate the link between Gross Value Added (GVA) and the higher value jobs. GVA is linked to gross domestic product (GDP) as both are measures of economic output.
9. Recently published figures by the Office of National Statistics show the value of York's Economy was worth £4.31 billion in 2012, the highest since 1997 and beating pre-recession levels of £4.27 billion. The GVA per head in 2012 was above the UK 100 Indices at 101.1 and was 2<sup>nd</sup> in the region behind Leeds.
10. However, there is a need to remain competitive on a national and international scale and the Centre for Cities Outlook has ranked York 40 out of 64 cities in regards to GVA per worker hence:
  - GVA per head is not competitive.
11. This can be tracked back to two headline issues, both of which reflect changes in the sectoral composition of York's economy, in particular the decline in manufacturing employment, which began in the 1990s:
  - We have high employment in traditional low productivity areas such as hospitality, catering and retail;



- We have low employment in the traditional high value areas such as insurance and pensions, pharmaceuticals, telecoms, chemicals and biochemistry.

**Information Gathered**

12. While the unemployment rate in York is below the national average the latest economic dashboard shows the percentage of full time employees has fallen to 66.1% (from a high of 75.4% in September 2010) while the percentage of part time employees has risen to 33.2% (from a low of 24.5 in September 2010). ECDOSC members suggested that students staying in the city after graduation are taking part-time employment or roles previously taken up by those with lower levels of education, while they established a career path



**Objective i)**

13. To progress the review the Task Group wanted to consider best practice from other local authorities on what they are doing to encourage entrepreneurialism and assist companies to start and grow. A short survey found:

- **Leeds City Council:** QU2 (Supporting Business Success through Leeds Metropolitan University). Professional business centres offer a range of office services at affordable rates. Social media training provides an overview of essential online networks to give businesses a digital presence. They work closely with the University Business start-up team to ensure the transition from university to running a business is as seamless as possible. They also offer recent graduates access to hot desk facilities and the use of a business address, free of charge, for three months.
- **Sheffield:** Works closely with Sheffield Hallam University and the University of Sheffield to support graduate and post graduate business creation.

**Sheffield Hallam** helps students – or graduates from the last five years – start their own businesses with free access for a year to specialist business knowledge and resources to improve their chances of success. Last year, it supported almost 600 students with their business ventures.

**The University of Sheffield** runs a pre-start programme to take graduates from the late concept stage through to a stage where they are either ready to launch their business or apply for investment/funding if necessary. Some are incubated in an innovation centre for six months free of charge where they have access to an in-house business adviser, free printing, outgoing calls and WiFi, meeting rooms, workshops and networking events.

- **Hull:** The enterprise centre acts as a central point of access at the University of Hull for activities which will enhance enterprise skills and inspire business start-ups, supporting and driving activities from students, graduates and staff as well as members of the wider community. The enterprise centre also works with schools to help create a more enterprising culture.
- **Durham:** Enterprise activities allow the opportunity to explore entrepreneurial potential and to set up and run a business whilst still at University. The 'enterprise support programme' helps provide the knowledge and skills required to start exploring business start up and self employment whilst students are still at University. The programme has been developed by university staff, small business experts and entrepreneurs, and aims to give practical help and advice as and when needed.

A resident business adviser is available to discuss any aspect of business start-up.

14. To gain further information about what is available in York; Task Group Members took part in visits to the University of York and York St John University in June 2014.

### **University of York**

15. Task Group Members visited the University's Ron Cooke Hub at Heslington East, which offers workspace accessible to entrepreneurs, business and other organisations. Facilities include high-quality, subsidised start-up space; areas for meetings, presentations, seminars, training and hospitality; access to industry experts and business support advisers; facilities to promote services; intern and graduate recruitment pool and networking opportunities.
16. The Hub was largely funded through the European Regional Development Fund as part of a project to encourage knowledge transfer between the University and local businesses. The Embedded Business Space and Technology Transfer project evidenced the following Small and Medium Enterprises (SME) / business engagement results:
  - 75 SME assists – a minimum of 12 hour / two day intensive support.
  - 20 new businesses created – there are more in the pipeline but can only be reported once they have sustained for 12 months+.
  - 358.5 (FTE) new jobs created.
  - 12,709m<sup>2</sup> new floor space created.
17. The project is also targeted to grow the regional economy by achieving GVA of £37 million between the start and end dates from January 2007 to December 2014.
18. Central to the Hub offering is Springboard, low cost, fully serviced accommodation for start-up businesses. It provides space, time and support for entrepreneurs to turn ideas into commercially-viable businesses. Businesses must be less than 12 months old and they can stay in Springboard for one year.
19. In the Hub's annual report for 2013 York Science Park Ltd reported that they had seen keen interest in Springboard despite the tough economic climate.

During the 2012/13 academic year the average occupancy was 61%. However since its inception Springboard has supported 34 companies with an average occupancy of 73%. There were no business failures within Springboard during the 2012/13 academic year, with 50% of the companies ending their subsidised period in the domain being retained within York Science Park managed premises; moving to the adjacent Catalyst office building.

20. The Student Enterprise Space situated within the Springboard domain provides a free-of-charge office base and postal address for promising student businesses, including business support events and proof-of-concept<sup>1</sup> / social enterprise funding opportunities. The number of students signing up to use the facilities has grown 206% in 2012-13 to a total of 49 students running 30 businesses.
21. The integration of student businesses and external companies is proving invaluable for the cross fertilisation of ideas and support. The University offers funded enterprise internships to students and graduates to explore their business ideas and makes no claim in the intellectual property of its undergraduates
22. The Catalyst on Heslington East provides follow-on space and is designed to support the growth of early stage companies in the creative, IT, digital and media sectors. It gives new businesses the opportunity to access the facilities and the teaching and research expertise of the University's academic departments, including computer science, law and management and the Department of Theatre, Film and Television.
23. University of York alumni have set up a network of entrepreneurial alumni <http://yorkexperts.co.uk/> which allows specialist advice for students looking to set up in business or are involved in a start-up business.
24. York Entrepreneurs is a society which has a large student membership. They run a number of projects on campus but also undertake other activity such as outreach with schools. Enactus is a similar student society aimed at supporting social enterprise.

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<sup>1</sup> Proof-of-concept is documented evidence that a potential product or service can be successful.

25. The York Award is a well-established recognition programme for students who wish to develop broader employability skills.
26. The University identified one of the obstacles to setting up a small business in York as being the lack of a critical mass of graduate jobs. If a graduate starts a business and it does not work then there is no fall-back. This presents an employment risk because if the new enterprise fails there are few other employment options.
27. Another possible obstacle is the perceived lack of convenient car parking at the Heslington East campus which is a cause of frustration for start up businesses wanting to attract clients from other parts of the country. However, the Hub's Annual report 2013 states that one of the most important improvements during the year is the opening of the Kimberlow Lane car park and new access via Grimston Bar, enabling ample parking facilities for all.
28. There was also a suggestion that the university would benefit from a hotel near the Heslington East Campus, both for clients of businesses using the Springboard and Catalyst office buildings and people attending conferences and lectures at the Ron Cooke Hub.
29. To gather further evidence Task Group Members visited Catalyst IT Solutions, a developing IT support business based in the Springboard, a facility they considered invaluable.
30. While the two entrepreneurs behind Catalyst IT Solutions were focusing on building their business they were struggling with business support and would have benefitted from a basic composite business service at a discount rate. Ideally this would be a form of one-stop shop providing help and advice with business, financial and legal matters. They would also welcome a community of entrepreneurs so they could meet people in a similar situation for networking events.

### **York St John University**

31. Since 2009 expert staff have helped budding entrepreneurs and small organisations to achieve their potential through workshops, start-up business programmes, access to funding and the provision of affordable work space.

32. Start-up facilities include dedicated offices, hot desks, meeting spaces and small conferencing suites, providing a professional environment for young businesses. Start-ups have access to the University's facilities and resources as well as advice from YSJ academics and technical staff.
33. The Phoenix Centre was launched to kick start the development and growth of creative and digital businesses and in the five years since its launch it has accommodated 65 start-up businesses.
34. The centre has been developed by Science City York in direct response to feedback from members of its Creative York and IT & Digital York networks, fulfilling an identified requirement for a centrally located, incubation facility to support the region's growing creative and digital sectors. Businesses can occupy space in the centre for a maximum of one year.
35. York St John also has effective connectivity with its alumni through a mentoring scheme which provides opportunities for students to improve their employability skills and enhance career prospects. It views entrepreneurship not only as setting up in business but also the skills around innovation.
36. The incubation facility provides affordable space and allows students to develop their business in a collaborative environment. This internal marketplace has allowed as many as four Phoenix businesses to work on the same project.
37. The incubation and mentoring services have provided business help to more than 150 businesses while the enterprise team supports over 350 graduate business inquiries each year. Some 4% of York St John graduates, from a student population of 6,500, establish a business, compared to 2.6% regionally. Again many decided to set up a business some years after graduating. A graphic designer developing a business at the Phoenix Centre left University five years ago while another who set up a social enterprise working with people with dementia had been working from home for a year and a half. She hopes to be able to find some affordable shared space when she has to leave the centre.
38. In early July 2014 the York St John hosted an Entrepreneurs Boot Camp at which 31 would-be business people were given expert advice on how to get started.

The four-day programme included practical aspects of starting a business such as finance, marketing, business planning, networking and sales. Sessions were led by business experts and professional advisers such as solicitors and accountants.

39. The University hosts an annual Enterprise Event offering workshops and the opportunity to hear from established businesses in the area. This is usually free and in the past has been held during York Business Week.
40. The Acorns Programme is aimed at self-starters who are about to become self-employed or have just started out with their business venture. The programme offers practical advice and support to turn ideas into reality.
41. York St John conducted a survey of graduate businesses and where they are now and it found that 30% had left York because they could not find affordable, reasonably equipped space.
42. The migration out of the city is highlighted by the creative agency The Beautiful Meme (TBM) which was created in York five years ago, although not by York graduates. The agency is making its mark nationally and internationally, winning major UK and international awards for creativity. Clients include Oaktree Capital, AXA PPPhealthcare, King's College, Design Museum, AkzoNobel, English National Ballet Opera North and National Trust Scotland. The Task Group asked the founder and creative director of TBM, to help the review by sharing his experiences but he declined, saying he was relocating his business to London at the end of 2014.

### **Graduate Support**

43. Higher York is a partnership of Askham Bryan College, the University of York, York College, York St John University, and the City of York Council. Craven College is an associate member.
44. Among Higher York's priorities, the partners are committed to supporting the development of local enterprise, specifically through '*supporting students and graduates to improve their chances in local, national and international job markets and develop their own business skills through enhancing graduate employability and entrepreneurship*'.

45. Pan-institutional activity: The Graduate Entrepreneurship Project, which brought together the 10 higher education institutes in Yorkshire and the Humber, was financed through the European Regional Development Fund. It supported over 70 new start-ups over three years. The future of this project may benefit from a continuation of a regional approach (York St John and Higher York have begun to explore funding opportunities through the Local Enterprise Partnerships).
46. The Business Growth Fund helps new businesses accelerate growth in the crucial first year of trading. In addition to funding recipients receive mentoring, access to contacts, events and networking.
47. The Yorkshire Innovation Fund is operated by the two universities and is aimed mainly at established businesses although start-ups are also eligible

**Objective ii)**

48. To identify a strategy to make it easier to grow jobs in York, the Task Group sought the opinions of other people who have set up businesses in the city, a graduate and a former groundworker.
49. York Cocoa House. The Task Group met businesswoman Sophie Jewett in early July 2014. Sophie, a graduate of the University of York and former events officer at York St John University who set up the York Cocoa House in the city centre in 2011.
50. She was still working in events management when she first set up a web based business, Little Pretty Things, offering chocolate based classes, tastings, events and activities. She spent as much time as she could making chocolates, going to fairs and markets and delivering workshops at weekends and evenings. Sophie took part in the Acorn Programme at York St John to develop her ideas and in February 2010 she handed in her notice in order to take her business to the next level with the York Cocoa House, opening her first office at the York Eco Centre.
51. She suggested to the Task Group that the development of small businesses is led by available space, and there is also a need to create a mechanism of support for new businesses. While she is grateful for CYC support with things such as business funding, alternative finance solutions and peer to peer lending, some other areas of advice are fragmented. She suggested:



- A “fixer” who can help address problems and find solutions to issues around planning, licensing and environmental health at the same time.
  - A one-stop-shop for business support as so many alternatives have grown to fill the void left by Business Link.
  - Initiatives to develop networking, business-to-business mentoring and peer support to provide cross fertilisation of ideas with people who are further on in their careers.
52. A business is more likely to succeed if the idea is strong and Sophie’s view is that by sharing these ideas they will become a magnet for expertise and people willing to help. However, there was a tension between ideas being stolen and ideas being able to grow.
53. She also felt that York had many excellent businesses and industries but many were not acknowledged within the city. There was a need to identify home-grown talent and let them stand and develop on their own but providing a safety net when needed.
54. Her opinion is that the difference between businesses that succeed and those which fail is that the ones that succeed keep trying, but the risk culture is being suffocated. Rather than so much effort being put into risk analysis she felt more should go into opportunity analysis to stimulate business ideas. Entrepreneurs see their business development as a long-term plan and tend to pay themselves less in order to reinvest in the business.
55. The Hog and Apple, York started as a hog roast business which was conceived in late 2006 by Ged Dillon and a friend with a shared passion for good food. In the early days it was very much a weekend enterprise catering for a variety of social events with both partners continuing to work full time.
56. As The Hog and Apple evolved it moved into fine food catering and much of its current business involves providing a complete catering package for wedding receptions. Initially the preparation and much of the cooking was done in the kitchens at their homes. Ged later took full control of the business and went full time in April 2013 while his friend decided to stay in paid employment.
57. The Hog and Apple moved into a business unit in 2013 and was registered for VAT in August 2014.

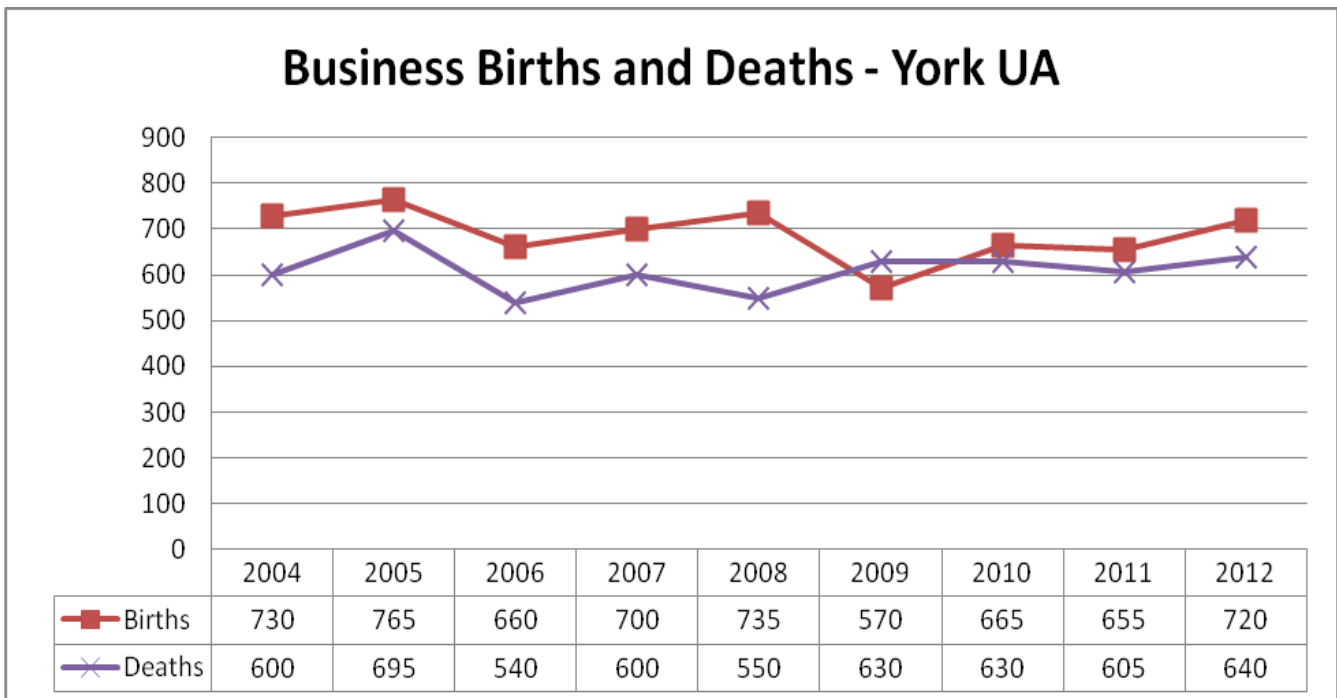
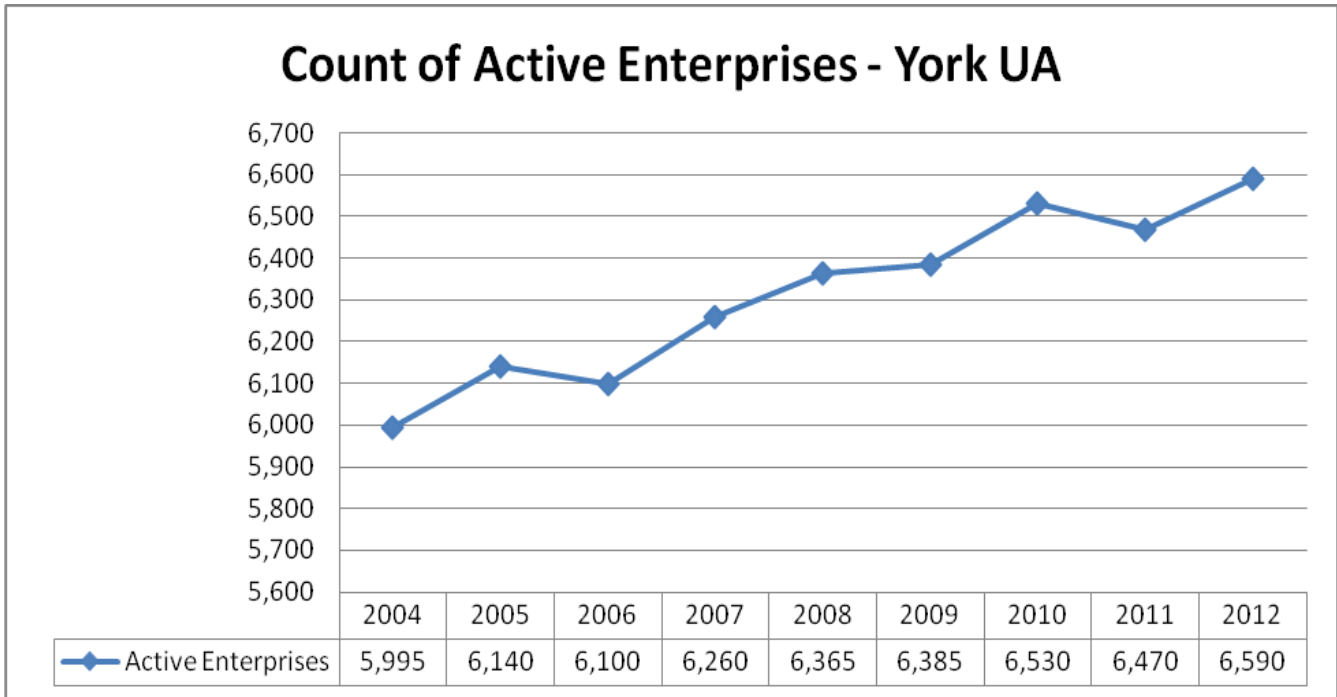
It currently employs chefs, kitchen and serving staff on a freelance basis but Ged will be employing a full-time chef in the near future and has been in talks about taking on an apprentice.

58. There were numerous obstacles to overcome in the early days of establishing the business, most significantly finding out who to contact for help and advice on a wide variety of issues such as:
- tax;
  - legal matters;
  - health and safety;
  - insurance
  - accountancy;
  - public liability;
  - where to find staff;
  - how to go about training staff;
  - claiming expenses
  - tenancy advice;
  - business rates for council tax.
59. He admits that in the early days he was working very much by trial and error and had to learn from his mistakes. He used the internet for information but soon realised the best source of advice was by talking to other business owners, many of whom had made a similar series of errors. He found that people who had set up in business were passionate about what they were doing and were only too willing to share their experiences.
60. Ged did not know what support was available from City of York council and while he was able to register online as a food business he did not find the Council website helpful and had difficulty contacting anyone from the Council by telephone.
61. To help start-up businesses Ged suggests some form of central monitoring system on the lines of the food business register. He suggests all new businesses should be registered with a Council support service complemented by one or two members of staff who can provide “on-the-spot” help and advice or signpost appropriate support for more complicated inquiries.

## Business Demography

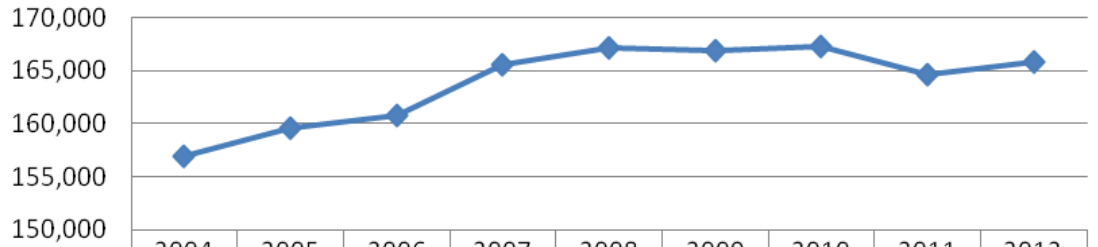
62. To help understand the success and failure rate of firms setting up in York the Task Group asked the CYC Performance and Innovation Team for measures to track the progress of businesses. The information below provides the latest and most accurate proxy measures although it does only include the number of VAT and PAYE based enterprises.
63. The Office for National Statistics provides the following annual figures in late November 2013: <http://www.ons.gov.uk/ons/rel/business-register/business-demography/2012/rft-business-demography-2012-tables.xls>
64. Active: The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period. Births and deaths are then identified by comparing active populations for different years.
65. Births: A birth is identified as a business that was present in year t, but did not exist in year t-1 or t-2. Births are identified by making comparison of annual active population files and identifying those present in the latest file, but not the two previous ones.
66. Deaths: A death is defined as a business that was on the active file in year t, but was no longer present in the active file in t+1 and t+2. In order to provide an early estimate of deaths, an adjustment has been made to the latest two years deaths to allow for reactivations. These figures are provisional and subject to revision.

67. The following are the graphs that relate to York:



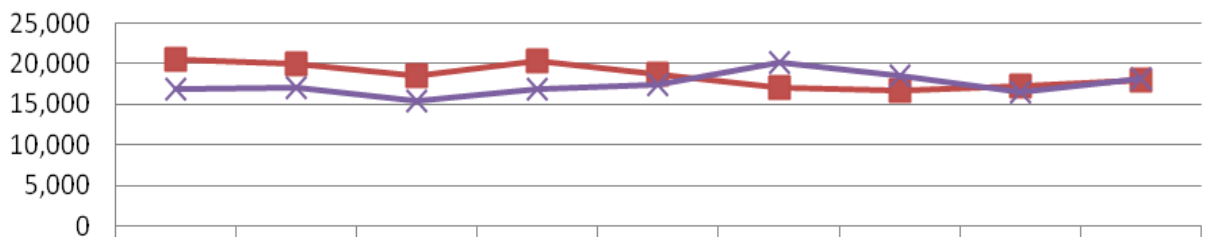
Regionally

### Count of Active Enterprises - Yorkshire And The Humber Region



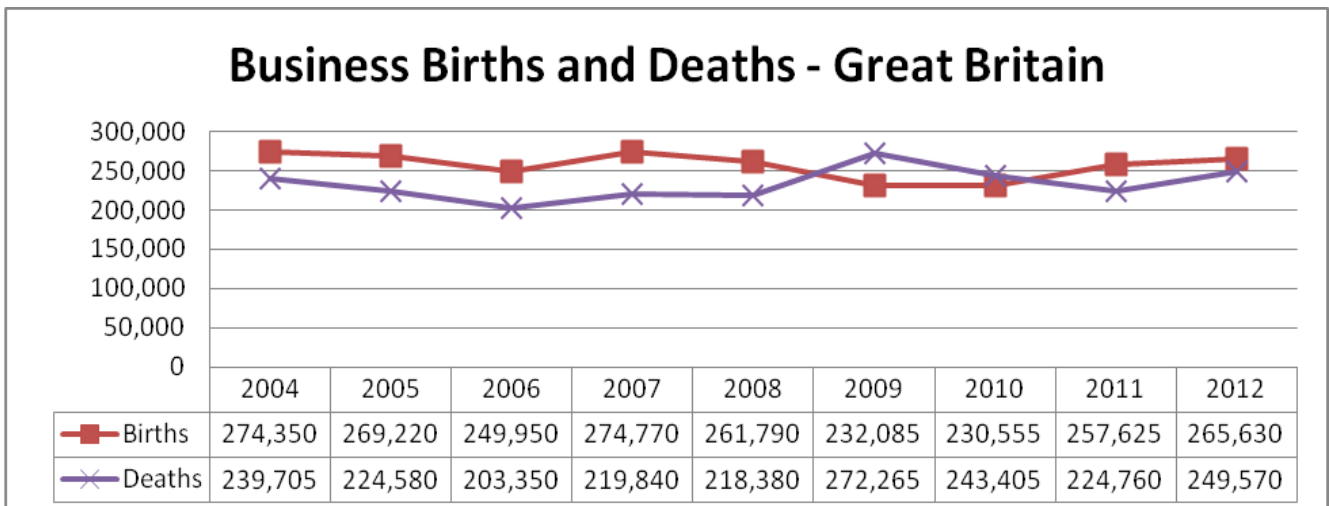
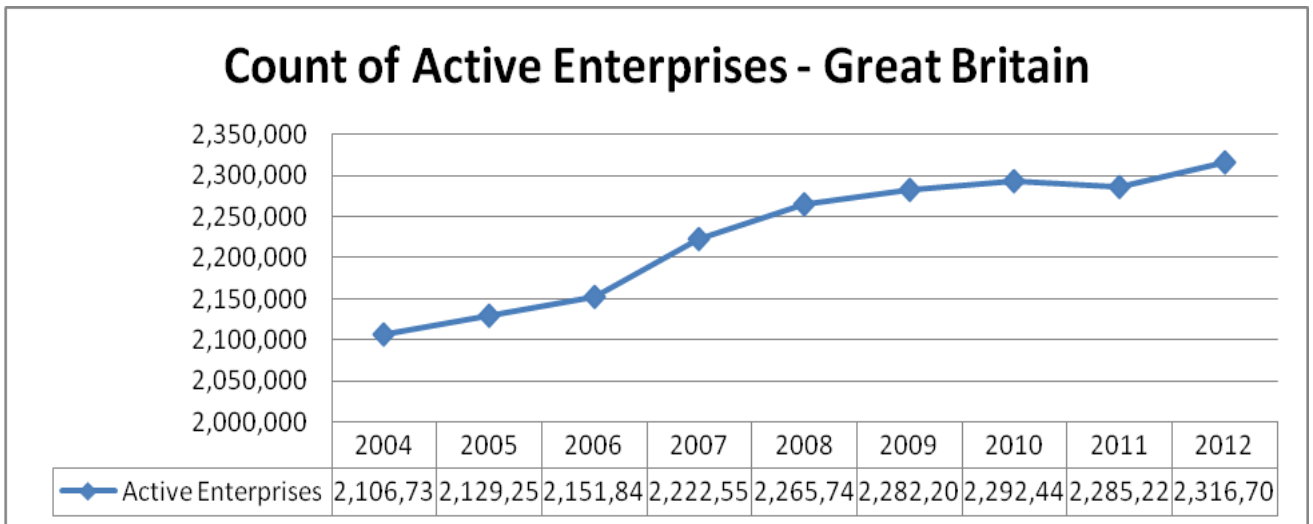
	2004	2005	2006	2007	2008	2009	2010	2011	2012
◆ Active Enterprises	156,930	159,600	160,755	165,605	167,170	166,825	167,235	164,620	165,840

### Business Births and Deaths - Yorkshire And The Humber Region



	2004	2005	2006	2007	2008	2009	2010	2011	2012
■ Births	20,470	19,930	18,555	20,385	18,675	17,005	16,630	17,235	17,990
× Deaths	16,945	17,110	15,435	16,785	17,330	20,230	18,535	16,505	18,200

## Nationally

**Growth Hubs**

68. During discussions in September 2014 about simplifying access and information for new businesses the Task Group were told of Leeds City Region Enterprise Partnership plans to establish a regional growth hub (Annex 1).
69. A strategic priority of the growth hub is to “unlock the growth potential of business and enterprise” and to:
- Simplify and coordinate the landscape for business support;
  - Coordinate targeted support for innovation and high growth businesses;

- Work with the private sector and other partners to support the potential of firms across all sectors to grow and adapt to changing and new markets.

70. Among the potential gaps in business support it identifies a single point of access for all business support i.e. a one-stop-shop for information on business support, business information and referral.
71. It identifies that the current business support landscape is crowded, confusing and uncoordinated and one of the principles of the hub is to make things easier for SMEs and intermediaries by bringing everything into one place.

### **Recent Developments**

72. In August 2014 the Department for Business, Innovation and Skills (BIS) published a package of support making it easier for budding entrepreneurs to start up and grow a business from their home.
73. The measures were announced by Business Minister Matthew Hancock who noted in a Government release that around 70% of new businesses start off in the home, and the 2.9 million home-based businesses in the UK contribute £300 billion to the economy<sup>2</sup>. As part of a long-term economic plan to back businesses, the government wants to make it much easier for people thinking of starting a home business to do so with the law firmly on their side. The new measures include:
- New legislation will make it easier for people to run a business from a rented home. The law will be changed so that landlords can be assured that agreeing to this will not undermine their residential tenancy agreement. A new model tenancy agreement will also be made available;
  - Updated planning guidance makes it clear that planning permission should not normally be needed to run a business from your home:
  - New business rates guidance clarifies that in the majority of cases home based businesses will not attract business rates.

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<sup>2</sup> BIS Business Population Estimates and BIS Small Business Survey

74. By removing some of the red tape required to run a home business, the Government is hoping to create an increase in home-based entrepreneurs over the coming years.
75. Councillor Semlyen asked the Learning and Culture Overview and Scrutiny Committee to undertake a review into entrepreneurship skills training in schools and colleges, which they agreed to as an adjunct to the careers scrutiny task force chaired by Councillor Scott. The Task Group has asked that ECDOSC receive a copy of the Learning and Culture OSC final report.

### **New Investment**

76. Since the Task Group began its work a new development was announced that may help address the lack of a critical mass of graduate jobs (paragraph 26) in the region. In July 2014 York announced two major developments which will create hundreds of higher value jobs after winning millions of pounds in Government funding.
77. A food science campus off the A64 at Sand Hutton will mean 800 highly skilled and highly paid technical jobs while a bio hub at the University of York will host and support a range of high-tech industrial biochemical companies and create a further 500 high value jobs, although it is not known how many of these jobs will be for the people of York.
78. The new food science campus, to be built on the Food and Environment Research Agency (FERA) site, will be a base for research and product testing in the AgriFood and AgriTech industries.
79. There is also funding for:
  - Biovale - £8m of new science facilities in York to provide a biotechnology 'innovation cluster,' which will help companies develop next generation biofuels, bio-waste processing and high value chemicals.
  - Askham Bryan College, for a £1.6 million new state-of-the-art 'Agri-Tech' training Centre and Engineering Centre of Excellence



## Analysis

80. In regard to the steady supply of higher education graduates from York's colleges and universities the Task Group were mindful of the lack of a critical mass of graduate jobs in the city. They noted that anecdotal evidence suggested that many who remain in the city after graduation take part-time or lower value jobs, which has a knock-on effect on York's labour market.
81. The Task Group acknowledged the City's track record in encouraging graduate start-ups, noting that many were not included in official statistics as they were below the VAT threshold, while others relocated relatively soon after start-up.
82. In regard to the business start-ups located at the Phoenix Centre at York St John University, the Task Group recognised that one of the challenges they faced was a lack of affordable follow-on space. Many of those graduates wanted to keep their fledgling businesses in or around the city centre because of its transport links and the availability of cafes where they often held meetings.
83. The total office stock in the city centre excluding business centres / services offices was 1,501,321 sq ft (May 2013 baseline). If a target were to be set, an appropriate level might be to increase this by 20% by 2020.
84. The Task Group were pleased to note that evidence gathered during the review suggested that those people who had started up in business were passionate about what they did and were happy to share their experiences with other start-up businesses.
85. Having considered the two case studies (paragraphs 49-54 and 55-61) the Task Group recognised the similarities in the issues both new businesses faced even though their routes to start up came from different career backgrounds. The Task Group acknowledged the feedback from both which suggested they each would have benefitted from mentoring opportunities and access to business-to-business support.
86. The Task Group also recognised that networking could help provide a fertile environment in which businesses thrive.

Too often people developing their businesses were so focused on what they were doing they did not have time to share what they were doing with others. By sharing their ideas they could become a magnet to attract the expertise they needed to grow.

87. In recognising the void left by the loss of Business Link the Task Group acknowledged that experts in the public sector were not always best placed to advise the private sector. Task Group Members noted the view of businesses that the current approach was fragmented, making it more difficult to seek advice. The Task Group questioned whether this could be improved.
88. While accepting that experts in the public sector are not always best placed to advise the private sector Task Group Members agreed the Council could help facilitate information sharing, mentoring, business-to-business advice and networking opportunities.
89. A consistent message during the Task Group's investigations was the importance of having a single point of contact for new businesses. When businesses start up they often do not know where to go and from whom to seek advice and a single point of contact at an early stage would prove valuable. Businesses also felt they needed specific early help with networking and to be made more aware of networking events and opportunities.
90. The Task Group also recognised that with entrepreneurial students their ideas were usually very strong and a new business was more likely to survive if the idea was strong. Even so, they acknowledged that most students did not start a business on graduation. They, along with non-graduate entrepreneurs, were more likely to start a business at age 26 or 27 and graduates were more likely to start a business if they were first exposed to social enterprise.
91. Changing the sectoral composition of York's economy (paragraph 11) is fundamental to the ambition of improving its productivity and the value of jobs in the city. The decline in both is attributable to the decline of manufacturing jobs in the city from the 1990s. This bears directly on the report's recommendations and setting a stretch target for the proportion of jobs in high value sectors such as professional, scientific and technical activities would measure directly the outcome the report is interested in.

92. Current forecasts reflected in the Local Plan from work done by Oxford Economics see a growth in employment in professional, scientific and technical activities of 1.2% by 2030. A target to increase the proportion of jobs in these categories by 5% by 2030 would reflect a significant shift in the structure of the economy. Interventions through the Local Growth Fund (in support of York Central, Biovale) and through Newco would support the achievement of this target.

## **Conclusions**

93. There is a need to provide more affordable space in York in general and in the city centre in particular to provide suitable accommodation to allow start-up businesses to move on and grow.
94. New businesses would benefit from a more joined up approach to business support. While a whole host of advice services have grown to fill the void left by Business Link fledgling businesses would benefit from the creation of a mechanism of support for new businesses, a “one-stop-shop” where a series of potential problems can be addressed and solved at the same time.
95. For continuity this single point of access would best be served by appointing specific officers to the role with their contact details circulated on York Means Business and relevant Council and business partner websites.
96. New businesses would benefit from more mentoring and networking opportunities (paragraph 73). Regular networking with people in similar fields can lead to a cross fertilisation of business ideas and development (paragraphs 51& 52).
97. Start-up business want simplified access to information held by the council on issues such as planning, licensing, environmental health etc (paragraphs 29, 51, 58 and 61).
98. The Task Group recognised that communication is an important element of developing business in the city and as such a comprehensive database and email list of all York business would be important for spreading the message of what is available and where.

99. Overall, while the Task Group welcomed the new investment coming to York and the higher value jobs it will create they would hope that those positions would prove suitable for people from York rather than being filled by graduates from elsewhere. This would free up part-time and lower value jobs for others in York's labour market.
100. Finally, there is a need to change the sectoral composition of York's economy to improve productivity and the value of jobs in the city.

### **Draft Review Recommendations**

101. Having considered the evidence above, the Task Group recommends:
- i. That the Economic Development Unit, Newco and their partners bring forward innovative proposals to increase the amount of affordable city centre space available for start-up and growing businesses in York by 20% by 2020;
  - ii. That the Council look to establish a single point of contact for business advice and develop a communications strategy to more effectively inform business owners and new starters of the assistance the Council can provide by clearly signposting services and to examine how local banks, accountants and solicitors could be used to point people in the direction of the council and its partners for advice;
  - iii. That named Council support officers responsible for liaison with start-up businesses are clearly identified on the York Means Business and other appropriate Council websites;
  - iv. That the Council and its partners work to increase business-to-business mentoring, peer support and networking opportunities for small businesses and the named contacts in Recommendation iii) be responsible for facilitating networking opportunities.
  - v. That ECDOSC receives reports within six months on the outcomes of the support being provided to new local businesses by the Council.

- vi. That interventions through the Local Growth Fund and Newco support an increase of 5% in employment in professional, scientific and technical activities by 2030.
- vii. That the Council construct a comprehensive database and e-list of businesses in the city;
- viii. That existing education providers be encouraged to step up provision of business plan writing so people can be coached to develop business plans;
- ix. That the University of York be urged to:
  - Reallocate University car parking to improve access and increase the attractiveness to visitors to the Ron Cooke Hub, subject to planning restrictions;
  - Make more in its prospectus that the university does not claim the intellectual property rights to undergraduate ideas.

### **Council Plan**

102. This review is linked to the create jobs and grow the economy element of the Council Plan 2011-15.

### **Implications**

103. At the time of undertaking this review it was acknowledged many of the recommendations would fall within the purview of the newly formed Newco. Any resource implications falling on the Council will need to be addressed once the specific role of Newco, and the Council within it, has been established.

- **Financial** – the Council funds the EDU team and has a number of priorities to deliver. If it concentrates on one area that will impact on other business. Recommendations iv) and vii) will come at a cost but it has not been determined what these cost will be.
- **Human Resources** – resource wise the Economic Development Unit are already stretched so there are limitations to the level of intervention available.

CYC will aim to include these aims and recommendations in the Newco contract but the ability to deliver them will be subject to the level of resources made available to Newco. This contract with and resources going to Newco are subject to a further report to Cabinet.

- **Equalities** – there are no equalities implications.
- **Legal** – at this stage there are no legal implications.
- **Crime and Disorder** – there are no crime and disorder implications.
- **Information Technology** – there are no direct IT implications.
- **Property** – there are no property implications.
- **Other** – there are no other implications at this stage

### **Risk Management**

104. There are no known risks arising from the report. However, there is a risk to the economic development of York if nothing is done to arrest the migration of graduates and graduate start-up businesses away from the city.

### **Recommendations**

105. Having considered the information contained within this report, Members are asked to:

- i. Note the report and agree any final changes required;
- ii. Consider the draft review recommendations shown in paragraph 101, and identify any amendments and / or additional recommendations required.

Reason: To conclude the work on this scrutiny review in order that the draft final report can be presented to Cabinet.

**Contact Details**

**Author:**

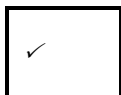
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**Report Approved**



**Date** 27/10/2014

**All**

**Wards Affected:**

**For further information please contact the author of the report**

**Annexes**

**Annex 1** – Leeds City Region Local Enterprise Partnership Business Growth Hub

**Annex2** – Outcome measures

**Abbreviations**

CYC – City of York Council  
ECDOSC – Economic & City Overview & Scrutiny Committee  
FERA – Food & Environment Research Agency  
FTE – Full Time Equivalent  
GDP – Gross Domestic Product  
GVA – Gross Value Added  
IT – Information Technology  
PAYE – Pay As You Earn  
SME – Small & Medium Enterprise  
TBM – The Beautiful Meme  
VAT – Value Added Tax

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LEEDS CITY REGION  
ENTERPRISE  
PARTNERSHIP

# BUSINESS GROWTH HUB MAY 2014

LEEDS CITY REGION  
ENTERPRISE PARTNERSHIP



# WHAT IS A GROWTH HUB?

- An access and referral point for all business support products and services available in a LEP geography
- Clear focus on support for growth-oriented SMEs
- Ranging from 'light-touch' web presence to dedicated helpline and teams of advisers

# GROWTH HUBS IN ENGLAND

There are established Growth Hubs in:-

- Greater Manchester <http://www.businessgrowthhub.com/>
- Lancashire <http://www.boostbusinesslancashire.co.uk/>
- Cumbria <http://www.cumbriagrowthhub.co.uk/>
- Northamptonshire  
<http://www.northamptonshiregrowthhub.co.uk/>

# POLICY CONTEXT

- Closure of regional Business Links
- National business support contracts awarded e.g. MAS, UKTI, Growth Accelerator, TSB etc.
- BIS dialogue with Core Cities and LEPs
- £32m RGF funding for 16 Growth Hubs in Wave 2 City Deal areas e.g. £2.5m for Humber
- **'Small Business: Great Ambition' makes a commitment to 'roll out Growth Hubs during 2014 and 2015 to provide a single place for businesses to go for local advice and support'.**

# THE NEED FOR A GROWTH HUB

- SMEs that access business support are more successful
- Growth-oriented SMEs create a disproportionately high number of new jobs
- The business support landscape has become more fragmented and complicated for SMEs
- There is lots of business support out there which SMEs are not benefitting from
- It is resource-intensive to map, promote and maintain business support information
- A central hub with local spokes makes sense (why do it 10 times for LCR?)

# THE CURRENT BUSINESS SUPPORT LANDSCAPE



# GROWTH HUB FOR LCR

## Underpinning Principles

- Makes things easier for SMEs and intermediaries i.e. everything is in one place
- Proactive focus on growth-oriented SMEs (to be defined), but can react to all businesses in LCR
- It doesn't deliver advice, but provides access and referral to trusted, good quality business advice
- Partnership approach with local providers critical
- Co-location of other business support services e.g. Skills Hub, Access to Finance, MAS, Chambers etc.

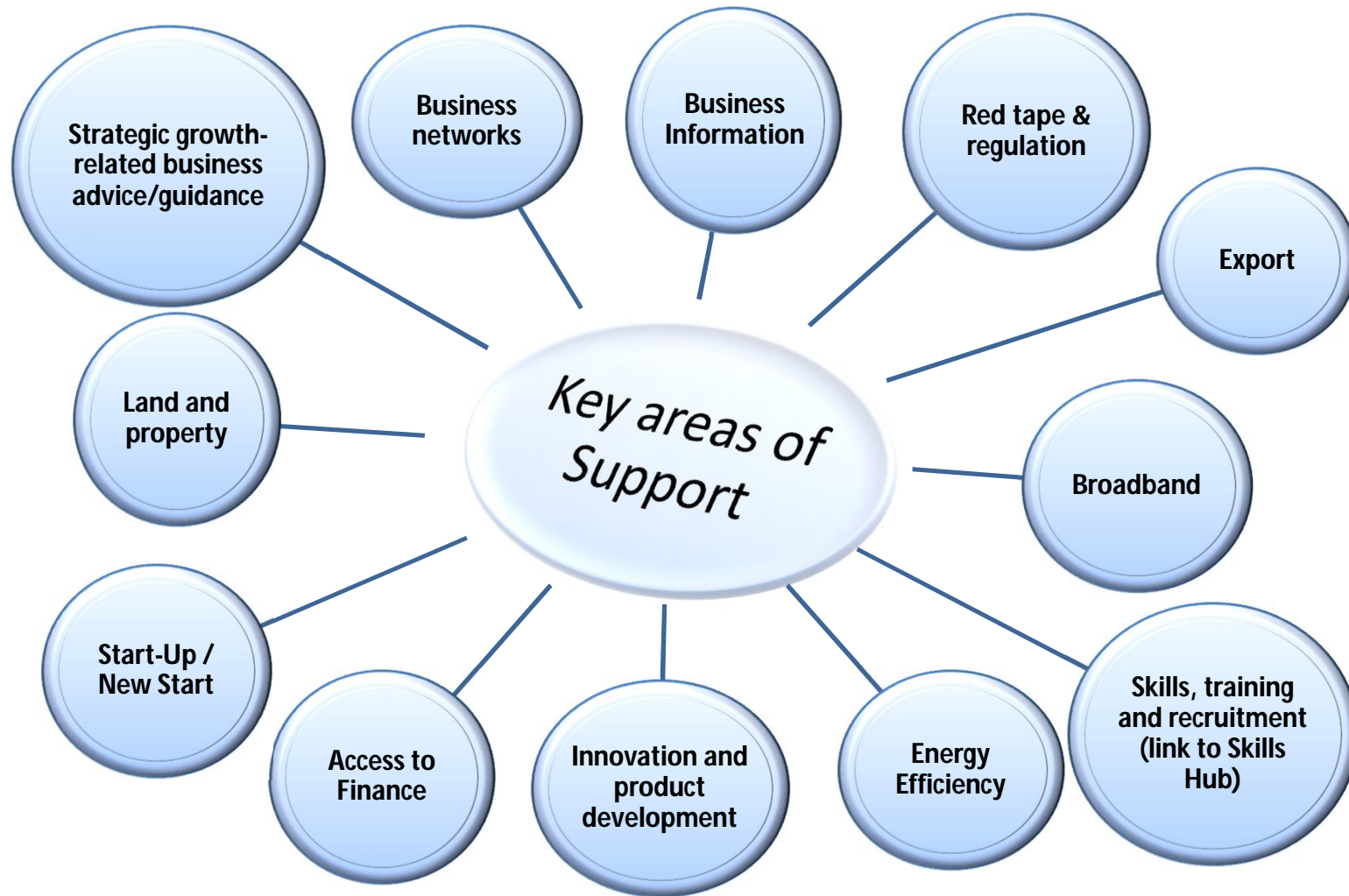
# GROWTH HUB FOR LCR

## Underpinning Principles (continued)

- Drives 'deal-flow' to growth-oriented products and services
- Becomes part of a joined-up network of hubs across the country to share good practice and lobby
- Uses customer feedback to jointly-develop new products and services with Government
- It doesn't chase public money for the sake of it e.g. ERDF debate
- **Underpinning architecture for a sustainable business support model**



# CONTENT AND LINKAGES



# GROWTH HUB FOR LCR

## Key Features

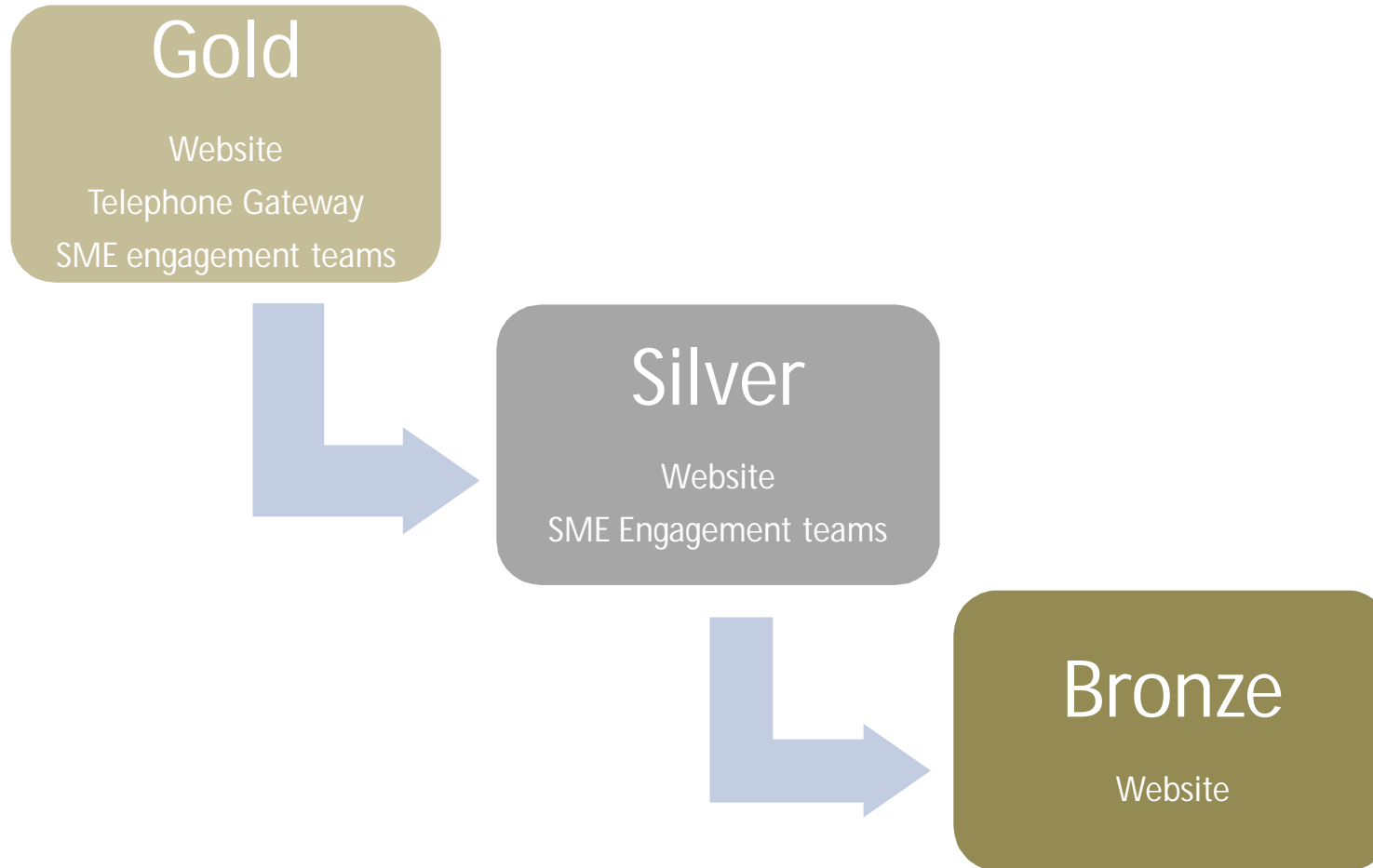
- Gold, silver and bronze models dependent on resources
- Hub and spoke model i.e. central hub linked to wider network of local spokes (how many?)
- Shared CMS system for all Growth Hub partners (Evolutive)
- Central business intelligence function to report on SME demand/needs (may include a regular business survey and reports to Government)
- Consistent branding (LEP), QA and evaluation across the Hub partners (local and national)
- Consistent approach to business diagnosis and definition of 'growth-oriented'
- Public and private sector support e.g. staff, premises, free events/workshops/seminars etc.

# GROWTH HUB FOR LCR

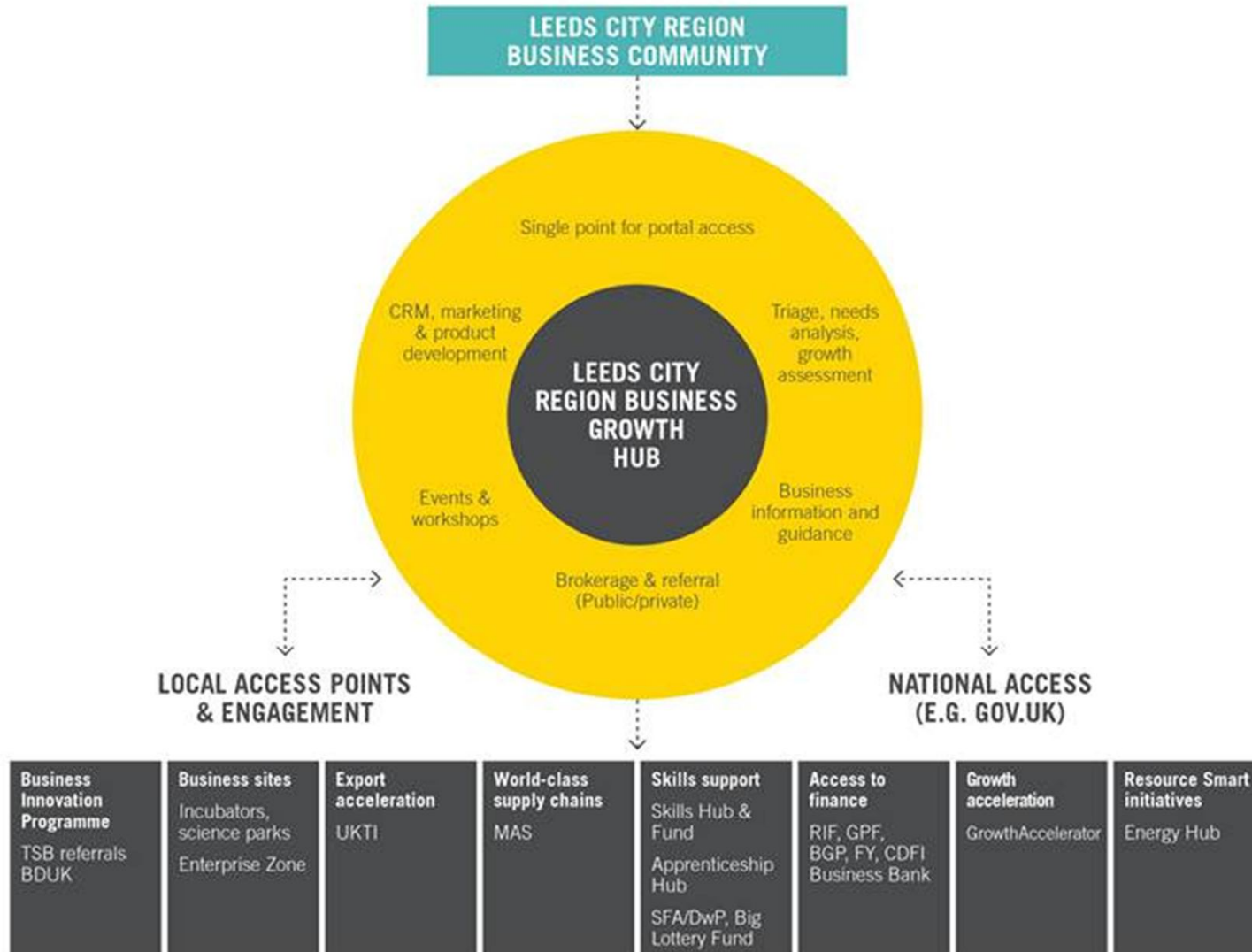
## Key Features (continued)

- Website with links to local spokes
- Utilisation / adaptation of the national business support offer (website, telephone gateway & knowledge bank)
- Locally-embedded SME account managers (expert knowledge on products and services)
- Local partners to determine where managers should be based, and who they should target (strategic exercise based on economic priorities and opportunities at the district level)
- Requires a consistent approach and sharing of intelligence and good practice.
- Ongoing development of new products and services.

# GROWTH HUB MODEL OPTIONS



## GROWTH HUB



# RESOURCE OPTIONS

- **Local Growth Fund (£0.625m from LGF for 15/16)**
- **Includes £125K for evaluation linked to Ministerial Star Chamber Review of business support**
- ESIF, including 'opt-ins' (more suited to delivery of services from the Hub)
- Horizon 2020 (as above)
- Regional Growth Fund Round 6
- Growing Places Fund interest repayments
- Other Government funding schemes
- Private Sector support (sponsorship, staff, venues, events/workshops/seminars, expertise)
- Public Sector support (staff, venues, expertise)

# ROLE OF THE HUB

- Branding (LEP Growth Hub linked to local ones)
- Co-ordination and promotion of activity across LCR
- Content Management
- Underpinning CMS (Evolutive)
- Gathering/analysing business intelligence (LCR survey)
- Governance (BIG Panel to LEP Board/CA)
- Securing additional resources form Govt. and partners
- Quality Assurance & evaluation
- Product / service design and development

# ROLE OF THE SPOKES

- Proactively target and account-manage growth-oriented SMEs
- Provide match-funding for SME account managers
- ‘Light touch’ diagnosis and impartial brokerage (‘right products at the right time’)
- Map & coordinate local provision
- Share data and intelligence with central Hub and other spokes
- Communications with local partners and strategic leadership at local level
- Contribute to product/service design, development and evaluation



## NEXT STEPS

- Consult with EDOs and DoDs in summer 2014
- Ongoing dialogue with Government re-funding and policy
- Ongoing development of the model with Working Group and partners
- Ongoing development of the LEP CMS
- Potential commissioning of the website
- Incorporation of elements of the national business support offer
- Learning from other Growth Hubs across the country

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## How to measure the impact of the draft recommendations

A range of outcome measures have been considered to measure the impact of the scrutiny. A discussion of the strengths/weaknesses of each is set out below:

- **Headline GVA**

Arguably this is the most appropriate given the focus of the scrutiny on increasing productivity. However, GVA is a notoriously unreliable measure even at national level, measures at regional level (NUTS II) even more so, and difficulties are compounded at local authority level (NUTS III). Taking into account the varied forces that impact on the measure (global economic factors, business cycle) that are beyond the control of the Council, and the difficulty of proving a causal relationship between the report's recommendations and changes in performance on an inherently unreliable measure, this is not recommended.

- **Business stock**

Again, this measure is attractive in terms of its focus on increasing entrepreneurship, which should result in more business births, and more successful businesses, resulting in fewer business deaths. Data is available in a range of forms (VAT registrations, PAYE, survey). None are complete and sometimes point in different directions ( Bank Business Survey suggests York in bottom 5% of local authorities for business start-ups; York accountancy firm UHY Calvert Smith reported in the last year York had created 4 new businesses per 10,000 population, compared to a national average of 0.8). There is also the issue of whether business stock in the round measures the shift from low to high value appropriately. Whilst these measures are valuable as indicators of performance, it is much more difficult to choose one and then set a target with any confidence. This is not recommended.

- **Space availability**

In principle, this does seem to relate directly to one of the report's key recommendations, and change would be more directly attributable to the actions of the council, through its planning and regeneration activity. This is therefore recommended. The total office stock in the City Centre excluding business centres/services offices was 1,501,321 sqft (May 2013 baseline) If a target were to be set, an appropriate level might be to increase by 20% by 2020.

- **Graduate retention/ Bringing graduates back to York**

Higher York does not regularly collect information on these areas, (although usefully, a survey was carried out and the results published in February 2014). ONS Population data does capture resident qualification levels. This would however be a very rough proxy for the outcome the sub-group was interested in specifically, of the interplay between students coming to the university and staying in the city for employment or business start-up, and graduates who leave, but then return later. This is not recommended.

- **Sectoral composition**

Changing the sectoral composition of York's economy is fundamental to the ambition of improving its productivity and the value of jobs in the city. The decline in both is attributable to the decline of manufacturing jobs in the city from the 1990s. This bears directly on the report's recommendations and setting a stretch target for the proportion of jobs in high value sectors such as professional, scientific and technical activities would measure directly the outcome the report is interested in. Current forecasts reflected in the Local Plan from work done by Oxford Economics see a growth in employment in professional, scientific and technical activities of 1.2% by 2030. A target to increase the proportion of jobs in these categories by 5% by 2030 would reflect a significant shift in the structure of the economy. Interventions through the Local Growth Fund (in support of York Central, Biovale) and through Newco would support the achievement of this target. This is recommended.

- **Part-time employment**

The headline information is readily available on a monthly basis from JSA data. The key challenge with part-time work is in relation to distinguishing between elective and enforced part-time working. This is currently impossible. It would therefore not be appropriate to consider setting a target on this.

- **Hollowing out of age range**

ONS and NOMIS statistics suggest that York's population increase over the last 20 years has mainly been in the 20-24 and 50+ year olds. There has been limited growth in 25-40 year olds. However York is still in a stronger position than the regional and national average and it is therefore difficult to see a link between this and the value of jobs in the city and the productivity of the local economy. As this measure seems not to have a direct link with the report's areas of focus, this is not recommended.

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**Economic & City Development Overview & Scrutiny Committee****12 November 2014**

Report of Assistant Director Governance and ICT

**Update report on the implementation of the recommendations from the Construction Skills Scrutiny Review and the work of YorCity Construction****Summary**

1. This report provides Members with an update on the implementation of the recommendations of the previously completed Construction Skills Scrutiny Review and the ongoing work of YorCity Construction.

**Background**

2. In mid-2013 ECDOSC agreed to review the level of construction skills in York to support the city's ambition for housing and construction growth that was predicted to require over 4,000 building jobs within the next two years and appointed a Task Group comprising Councillors Watt, D'Agorne and McIlveen to carry out the work on their behalf.
3. The aim of the review was to investigate ways of increasing the supply of local people with building and construction skills and the objectives were:
  - i. Identify what skills gaps and shortages there are in York and will be in the future, against planned development in the city over the next five years and beyond;
  - ii. Examine the opportunities for local people, including NEETs, 16-24 year olds and those looking to retrain, to enter the construction industry to enable the industry to take advantage of new and emerging projects
  - iii. Identify what strategy and funding is in place by building companies and training organisations to develop a suitably qualified workforce to meet projected demands including retention and recruitment strategies, and identify best practice

4. The recommendations in the Draft Final Report were approved by the Committee in March 2014 and were subsequently endorsed by Cabinet. One of the recommendations was that the Learning City York Partnership Manager provides ECDOOSC with six monthly progress reports from YorCity Construction Steering Group. At a Committee meeting in July 2014 it was agreed that the update report be considered at the November meeting.

### **Consultation**

5. The Learning City York Partnership Manager has provided the update information contained within **Annex A**.

### **Analysis**

6. This report is provided for information only.

### **Options**

7. Members may decide to sign off any individual recommendations where implementation has been completed and can:
  - a. request further updates and the attendance of the relevant officers at a future meeting to clarify any outstanding recommendations relating to the above review or;
  - b. agree to receive no further updates.

### **Council Plan**

8. The process of monitoring and ensuring the implementation of the approved recommendations arising from the review will contribute to the 'Create Jobs and Grow the Economy' priority of the Council Plan 2011-15.

### **Implications**

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



## Risk Management

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

## Recommendation

Members are asked to note the contents of this report and sign off all recommendations that have been fully implemented.

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

## Contact Details

### Author:

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### Chief Officer Responsible for the report

Andrew Docherty  
Assistant Director Governance and ICT  
Tel: 01904 551004

Report  
Approved

Date 30/10/2014

### Wards Affected:

All

For further information please contact the author of the report

### Annexes

**Annex A** – Update on implementation of recommendations

## Abbreviations used in this report and its annex

BTEC - Business and Technology Education Council  
CITB – Construction Industry Training Board  
CYC – City of York Council  
ECDOSC – Economic & City Development Overview & Scrutiny Committee  
JSP – Job Centre Plus  
NEET - Not in Education, Employment, or Training

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**Progress against Scrutiny Recommendations November 2013:**

With thanks to colleagues across CYC and city-wide partners of the YorCity Construction network

<b>Key issue/ opportunity</b>	<b>Recommendation</b>	<b>Outcome Achieved</b>
<p><b>1. Career Education Guidance in schools / college</b></p>	<p>CYC support the Delivery and Innovation Fund bid submitted by the Education and Skills team to promote in schools the varied career opportunities in the construction industry and in particular the career opportunities in the construction industry for women.</p>	<p><b>Bid unsuccessful.</b> CSES DMT supported the bid which would have secured a comprehensive construction based offer to schools and colleges for this Autumn Term. A limited programme of activity has been delivered from within existing resources and with great support from sector based partners.</p> <p><b>June 2014</b> CITB event in partnership with Simpsons and North Yorkshire Training Consortium at West Offices and the heritage redevelopment project of City Art Gallery for school and college careers staff</p> <p><b>October 2014</b> CITB event in partnership with Joseph Rowntree Housing Trust &amp; Barratt David Wilson Homes at Derwenthorpe Housing Development, Osbaldwick for school careers staff.</p> <p><b>October 2014</b> CYC staff secured a bigger construction presence at the annual ‘Steps to Success’ progression event at York Racecourse for parents and young people in Year 9 (age 13) and Year 11 (age 16). This event is financially supported by the two York universities and organised by CYC Education &amp; Skills.</p> <p>Construction-related employers / agencies exhibiting in the Careers Zone included:</p> <ul style="list-style-type: none"> <li>• Simpsons</li> <li>• William Anelay</li> <li>• CITB</li> </ul>

Key issue/ opportunity	Recommendation	Outcome Achieved
<p><b>2. Apprenticeship Developments</b>  (supported by funding from Leeds City Region)</p>	<p>YorCity Construction network to:</p> <ul style="list-style-type: none"> <li>• agree a realistic target for growth in the number of construction industry apprentices within the city and in the number of businesses in the construction industry taking on apprentices</li> </ul>	<p><b>July 2014</b> Baseline established against which year on year growth can be monitored</p> <p><b>October 2014</b> Inaugural CYC led York Apprenticeship Awards 2014 have received nominations from across the city for four categories, with shortlisted nominations including:</p> <ul style="list-style-type: none"> <li>➤ Large Employer - Portakabin</li> <li>➤ Small Employer - Simpsons</li> <li>➤ Apprentice Under 25 – Portakabin, Simpsons, William Birch, The Minster</li> <li>➤ Apprentice Over 25 – Joseph Rowntree Housing Foundation (including a female electrician)</li> </ul> <p><b>November 2014</b> CYC led Apprenticeship Graduation Ceremony - at The Minster will see apprentices (including construction) graduate and be presented with certificates by The Guilds</p> <p><b>March 2015 – looking ahead:</b> 3rd CYC led Apprenticeship Recruitment event to bring together young people completing their full-time education with employers interested in hiring to Advanced Apprentices or to jobs with training in a range of disciplines, including construction</p>

Key issue/ opportunity	Recommendation	Outcomes Achieved
<p><b>3. Locally Targeted Recruitment and Training Opportunities</b></p>	<p>Within CYC:</p> <ul style="list-style-type: none"> <li>• Work with the Planning and Regeneration team to establish a framework at commercial pre-planning inquiry stage whereby firms in the construction industry are made aware of the support available from YorCity Construction;</li> </ul>	<p><b>July – October 2014</b></p> <p><b>British Sugar Site</b> – Employment and Skills reference included in the pre-planning Section 106 for developers working on the 40 hectare site for circa 1000 residential houses. Learning City Education and Skills Team will support the continued development of locally targeted outputs and outcomes for this site.</p>
	<ul style="list-style-type: none"> <li>• Work with the Planning and Regeneration team to develop a framework so that once a commercial planning application has been approved the Education and Skills Team can broker relationships between the developer and local training providers to ensure that potential apprenticeship opportunities are levered as well as up-skilling the local workforce;</li> </ul>	<p><b>March to August 2014</b></p> <p><b>Community Stadium (circa £37mn)</b> – Employment and Skills Plan included in the procurement process, with contractor appointed (ISG) set to deliver against the locally targeted recruitment and training targets set, in accordance with national benchmarks set by CITB. Contractor will be supported by the Learning City Education and Skills Team.</p> <p><b>October 2014</b></p> <p><b>Fulford School Extension (circa £4.1mn)</b> - Employment and Skills Plan included in the procurement process, with contractor appointed set to deliver against the locally targeted recruitment and training targets set, in accordance with national benchmarks set by CITB. Contractor will be supported by the Learning City Education and Skills Team.</p>

		<p><b>June – October 2014</b></p> <p><b>CYC Application for National Skills Academy for Construction status</b> - Learning City Education and Skills Team working closely with CITB and internal Planning and Regeneration teams to submit an application to attain CITB National Skills Academy for Construction status and the embedding of policies and processes to secure more locally targeted employment and training opportunities.</p>
		<p><b>October 2014</b></p> <p><b>Joseph Rowntree Housing Foundation</b> – in partnership with Barratts and David Wilson Homes and CITB - launch of National Skills Academy for Construction Client Based Approach: tackling poverty through public procurement (Derwenthorpe Housing Development, Osbaldwick)</p>

Key issue/ opportunity	Recommendation	Outcomes Achieved
<p><b>4. Training and Workforce Development</b></p>	<p>Continue to work with training providers to make the skills offer more accessible for existing staff working in the industry, regardless of age, and others looking to retrain.</p>	<p><b>May to October</b></p> <p><b>York Jobs Fairs – 2 CYC-led delivered</b> recruitment events held at the Railway Institute, with construction-related employer exhibitors including:</p> <ul style="list-style-type: none"> <li>➤ Lindum</li> <li>➤ CITB</li> <li>➤ York College</li> </ul>
		<p><b>Support for Unemployed Residents</b></p> <p>York College, York Learning and JCP continue to pursue per-employment training opportunities to support unemployed residents into the construction sector</p>

Julia Massey  
 Learning City Partnership Manager  
 Education and Skills  
 October 29 2014

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Report to the Economic & City Development  
Overview and Scrutiny Committee

12 November 2014

Report from City and Environmental Services

## **Addressing climate change, fuel poverty, rising fuel bills and generating and selling localised sustainable energy in York**

### **Summary**

1. This report outlines the current ongoing work happening across CYC and the city to help mitigate against climate change, fuel poverty and rising fuel bills. It also illustrates the ongoing work relating to the generation of localised sustainable energy.

### **Recommendations**

2. To note progress being made to address climate change, fuel poverty, rising fuel bills, the generation of localised sustainable energy and to note the future work being considered.
3. To explore views and ideas of the Committee surrounding these areas covered in the report.

### **Background**

#### **Current work**

4. City of York Council (CYC) is taking a proactive approach in tackling tough carbon emission targets and social issues such as fuel poverty and rising fuel bills.
5. The following work illustrates some of these current proactive approaches to reducing: 1) carbon emissions 2) fuel poverty 3) energy bills and to increasing 4) localised sustainable energy generation:
  - a. In 2013 – 2014 helped private residents to install over 400 energy efficiency measures including the following insulation: 175 lofts and 194 cavity walls; and 34 energy efficient boilers.

- b. In the first quarter of 2014 (April – June 2014) helped private residents install 32 energy efficiency measures. 58 York residents were also given energy saving advice through Yorkshire Energy Partnership's advice line.  
*\* Please note that various changes to former subsidies such as CERT and CESP, the introduction of the Green Deal and most recently the revisions to the Energy Companies Obligation (ECO) has meant that numbers of free or subsidised measures the council can draw on and offer is much lower than in recent years.*
- c. Just under £20k was secured to extend the Home Energy Programme (now the Save Money Save Energy Programme) which is working in certain areas of the city to provide practical money saving and energy saving advice. The extended programme will now run from September 2014 – March 2015. Annex A summarises the main aim and objectives of this programme.
- d. Helped 751 residents to sign up to the CYC's assisted collective energy switch scheme. Over 36,000 people registered across the UK as part of the wider national Big Community switch. In York, 242 residents switched suppliers which resulted in an average saving per person of £169 over the year. That's a potential financial saving of over £40,000 across the city.
- e. A third switch took place between August and October 2014 and initial figures show that just under 500 York residents signed up.
- f. The Leeds City Region (LCR) Green Deal (and ECO) Provider procurement has now been completed. The purpose of the procurement was to establish a long-term partnership with a Provider to generate 'green' investment in the LCR, comprising of drawing down millions of pounds of ECO funding to deliver energy saving measures in residential properties (focused on the private sector), to create jobs and skills, and reduction in city levels of fuel poverty and carbon emissions (from the domestic sector).

- g. In October 2014 Cabinet received an update on progress made to date with the procurement of the Leeds City Region (LCR) Green Deal and Energy Company Obligation (ECO)<sup>1</sup>, and gave delegated authority to officers to negotiate the finer details of the contract and to call off from the Framework Agreement once finalised.
- h. The whole programme aims to deliver across the region a minimum of 14,000 green deal measures to 12,000 homes over the first 3 years of the contract. However, this is subject to any changes in government policy especially regarding ECO and the Green Deal Home Improvement Fund (GDHIF). Recent changes to these subsidies in particular the reduction in the amount of ECO available and the suspension of the GDHIF from July this year until at least April next year has made it very difficult to predict the exact amount of measures that will be delivered. For York as an estimate this is likely to offer measures to just over 800 homes in the first 3 years.
- i. It is envisaged that CYC will be in a position to draw down and start delivering measures from March 2015.
- j. To launch the scheme CYC and the winning bidder will develop an Eco-Demonstration show home that will be open to the public to show case up to £15k of green deal measures. A competition to select the property will commence shortly. In addition 70 green deal vouchers offering up to £750 off measures will be issued (on a first come first served basis).
- k. CYC recently secured £128k of internal money to develop and deliver a new transformational carbon and energy management programme (TCEMP). Annex 2 summarises the programme and works.
- l. Currently drawing down regular Salix funding to support energy efficiency projects across the Council's estates.

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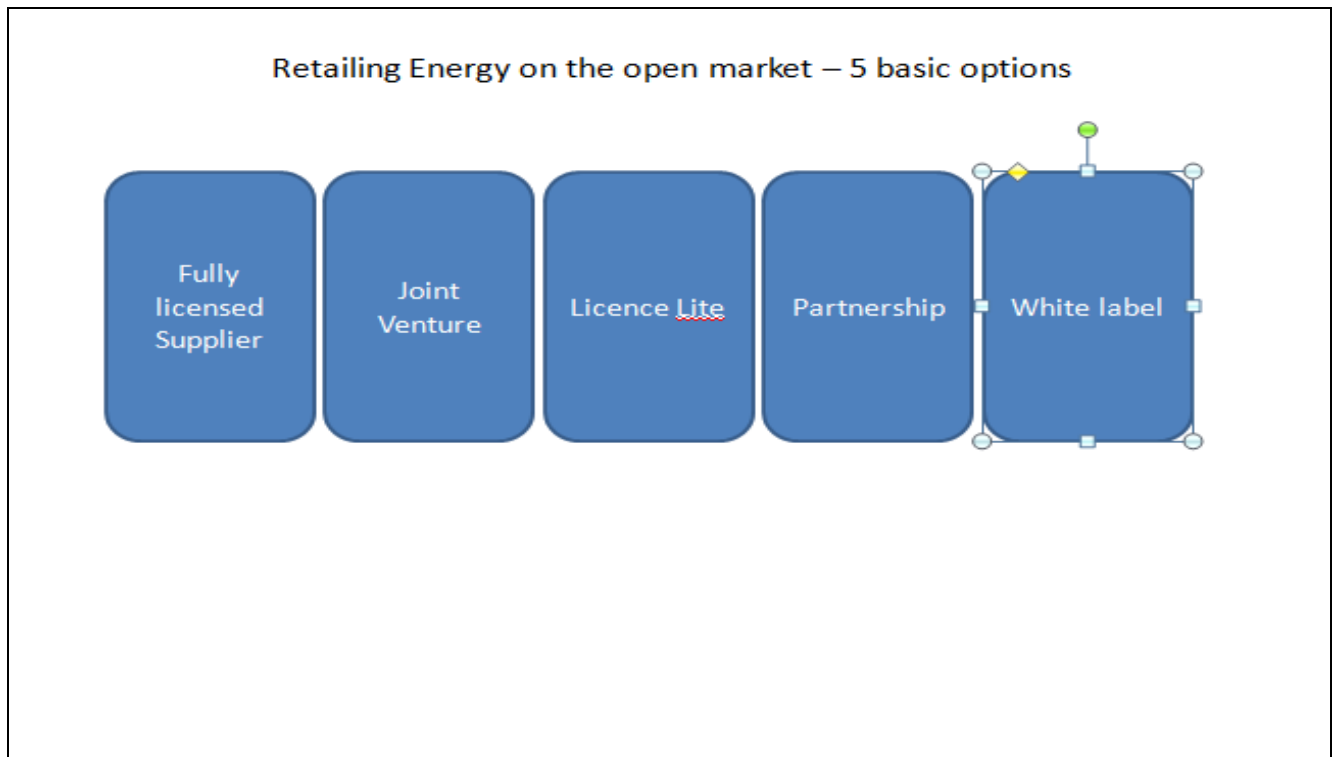
<sup>1</sup> ECO places legal obligations on the larger energy suppliers to deliver energy efficiency measures to domestic energy users. It operates alongside the Green Deal which is designed to help people make energy efficiency improvements to buildings by allowing them to pay the costs through savings made on their energy bills rather than upfront. Customers have the option to use other sources of finance to fund measures (personal loans, savings, etc).

- m. A land-based and roof based solar photovoltaic (PV) portfolio of potential sites for future solar PV generation has been collated and delivery models are being investigated.
- n. Completed a new Renewable Energy Study (2014) for the city highlighting potential for localised renewable energy generation including the potential for solar PV farms on CYC's estate.
- o. This study also acts as a robust evidence base for the emerging Local Plan. It has helped the Council create a positive strategy to promote energy from renewable and low carbon sources; to maximise renewable and low carbon energy development while ensuring that adverse impacts are addressed satisfactorily; and to identify suitable areas for renewable and low carbon energy sources.
- p. CYC is exploring the potential for solar energy generation on 2 of its sites. Various solar PV delivery models continue to be investigated. Recent dialog has been carried out with 5 large solar PV developers.
- q. A strategic solar PV framework is being explored for the design, install and operation of PV schemes across CYC's estate. This is being explored by CYC's new Utility Board (set up to deliver the new TCEMP) and this may offer an opportunity to deliver PV projects across our estate in due course. Timescales can not be confirmed at this stage.
- r. CYC joined APSE's Local Authority Energy Collaboration. The goal is to deliver the local municipalisation of energy services and in doing so will address social objectives such as a reduction in fuel poverty, and will save and make money for local authorities. The collaboration will ensure a greater amount of low carbon energy projects come into fruition.
- s. The Leeds City Region Enterprise Partnership (the LEP) has successfully completed Phase 1 of its Strategic Heat Programme (SHP), a City Region-wide piece of research to identify potentially economically viable district heat networks. 15 uniquely investable opportunities have been identified as part of Phase 1 of which two separate opportunities have been identified within the boundaries of the City of York Local Authority Area.
- t. Phase 2 will carry out two techno-economic feasibility studies in York (sites to be confirmed).

Through the LCR, CYC has secured just over £110k of external funding to facilitate this work and carry out the studies. Although the studies will not deliver cheaper energy to local people, there is potential in the future, if the networks are developed.

### **Future work**

6. The Council is very committed to accelerating renewable energy generation across the Council and city. The Council developed a road map to accelerate renewable energy generation across its estate and has been developing a pipeline of renewable energy projects to deliver. These documents coordinate action and ensure a joined up long term vision is deliverable.
7. It is noted that the Committee specifically asked at the last meeting (25<sup>th</sup> March 2014) about bulk buying energy to enable the Council to provide cheap energy for the city. To date, the Council has prioritised the acceleration of solar PV schemes across its estates. Once the full potential for solar energy is fully understood, CYC will then look at options for selling and / or using the energy locally. However this will require additional resources to support this work including procurement, legal and energy experts.
8. Through this work the Council will need to look at what it plans to do with the energy it generates and what structures / partners it may need to set up to enable delivery.
9. Such renewable energy technologies can also be known as distributed energy generation technologies. These can generate energy locally and give rise to a far more decentralised and competitive energy network. Currently the big 6 energy companies own 71% of total electricity generating capacity in the UK.
10. As part of the wider renewable energy strategic ambitions and strategy the Council could consider looking at the wider options available to generate and sell energy locally for social and financial gain.
11. Some Councils are beginning to explore the opportunity to i) generate energy and ii) sell it back to communities.
12. If a Council wishes to not only generate energy but to sell energy to the local community to tackle issues such as fuel poverty, financial inclusion, excess winter deaths or as part of their wider energy vision for their city / council, there are 5 basic options available.



Source: IPPR City Energy: A new power house for Britain (2014)

- Annex C details such options. As part of the wider strategic renewable energy ambitions and strategy for CYC, the Council will look at these options and delivery model(s) to deliver the most preferential outcomes.

### Consultation

- At this early stage, only Housing Officers working in the area of Fuel Poverty have been consulted on this report.

### Options

- CYC to continue to proceed with the current work above.
- If Economic & City Development Overview and Scrutiny Committee wish to consider and develop new streams of work in this area, including a energy buying schemes, this will require additional resources to carry out the work.

### Council Plan

- Protect the environment – The programme will ensure the Council continues to address climate change, fuel poverty, rising fuel bills and sustainable energy generation. It will offer energy efficiency measures that will reduce city-wide carbon emissions and fuel / energy bills.

It will also promote and increase small scale and large scale renewable energy generation across the city.

### **Implications**

18. The following implications have been considered:

Not applicable as this is a report outlining current work.

- (a) **Financial**
- (b) **Human Resources (HR)**
- (c) **Equalities**
- (d) **Legal**
- (e) **Crime and Disorder**
- (f) **Information Technology (IT)**
- (g) **Property**
- (h) **Other**

### **Risk Management**

19. Not applicable at this stage

### **Recommendations**

20. i) To note progress and to note the future long term strategy for decentralised energy generation in the city.

Reason: A lot of work ongoing in this area.

ii) To explore views and ideas of the Committee surrounding these areas covered in the report.

Reason: To understand the Committee's ambitions in this area.

**Contact Details**

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Jacqui Warren Sustainability Officer Design Conservation and Sustainable Development Ext 1666	Martin Grainger Head of Planning and Environmental Management City and Environmental Services			
Ruth Abbot Housing Services and Adaptation Manager Communities and Neighbourhoods Ext 4092	<b>Report Approved</b>	✓	<b>Date</b>	29/10/2014

**Annexes**

Annex A- The Save Money by Saving Energy Programme

Annex B- Summary of the Transformational Carbon and Energy Management Programme

Annex C- Energy Supply Models



## **Annex A: The Save Money by Saving Energy Programme**

### **Aim**

The overarching theme of this project is to continue to save residents money on their fuel bills, through two different streams of work: switching energy tariffs via the Big Community Switch and using less energy in the home.

- Saving money by switching energy. The funding will allow the continuation of a dedicated resource for the saving money by switching energy scheme (part of the national Big Community Switch). It will build on the momentum built from the first switching scheme in December 2013 to February 2014. The next two scheduled switches are August 2014 and January 2015.
- Save Money by Saving Energy. A dedicated officer will continue to reach the community through face-to-face energy efficiency advice and 'up skilling' both CYC employees and other relevant agencies.

### **Objectives**

See table overleaf:

Objective	Describe how the project meets the objective
Individuals are equipped with the knowledge and skills to bring about their own financial stability	<p>This project aims to reach 976 residents in the identified areas. We will achieve this through face-to-face events, social media, press releases and email/telephone advice. We will directly influence 120 people at events held in each area or by advice given over the phone. The events give residents clear and concise verbal and written information on how they can lower their energy consumption and reduce costs.</p> <p>We will ensure that, from working with our stakeholders such as Advice York and Age UK, we will disseminate each other's key messages to ensure the reduction of residents' financial obligations.</p>
Advice and information services achieve greater coordination	<p>Hold three workshops for council departments and relevant city-wide agencies, coordinated by the project officer and external training partners. NEA and iChoosr training have already been held to great success. This will transfer the knowledge and confidence for employees to advise their clients on the best advice to reduce their fuel bills. Another purpose of these sessions is to ensure that all relevant agencies are aware of each other's work and to ensure we're able to better advise and signpost our customers.</p>
Awareness and understanding of the benefits system ( by residents, advisors and sign-posters) is increased	<p>This project prioritises the benefits relevant to reduce heating bills, such as the Winter Fuel Payment and Cold Weather Payment. For all other benefits, we signpost to the Council's Benefits team and Advice York, all of whom have benefitted from the workshops we've held at West Offices.</p>
Cost of living (food, fuel, childcare and white goods and furniture) for those living in poverty is reduced.	<p>This project focuses on supporting residents to reduce their fuel bills through two avenues. First, the Big Community Switch. In the December 2013 switch, the average saving for those who switched to the winning tariff from their old supplier was £169 per annum.</p> <p>Second, up to £280 per year can be saved through simple no cost or low cost actions around the home<sup>2</sup>. Additionally, it is widely recognised that those in fuel poverty are more likely to need additional support from organisations such as the Trussell Trust (food banks). Through this project, we have worked with the two food banks within the city and the Community Furniture Store, to make sure these related messages are passed on to those who would benefit most.</p>

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<sup>2</sup> Source: Energy Saving Trust

## Annex B: Summary of the Transformational Carbon and Energy Management Programme

<b>Project Aim</b>
<b>To create a new coordinated, transformational carbon and energy management plan that will reduce utility consumption and spend, increase CYC and city-wide renewable energy generation and ultimately help the Council and city to reduce carbon emissions.</b>
<b>Brief Description of Project</b>
<p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Create a new corporate carbon and energy management plan and invest to save programme</li> <li>2. Carry out energy audits and streamlining of utility data, processing and procurement</li> <li>3. Create a water management plan and invest to save programme</li> <li>4. Carry out detailed renewable energy feasibility studies to create investment grade business opportunities</li> <li>5. Carry out energy masterplanning studies to investigate low carbon district heat network opportunities</li> </ol> <p><b>Expected Outcomes</b></p> <ol style="list-style-type: none"> <li>1. A new transformational carbon and energy management plan and a new water management plan capable of <ul style="list-style-type: none"> <li>• reducing energy and water consumption</li> <li>• reducing CYC's utility expenditure (energy spend is ~£4.7m p/a and this could increase to £7m by 2019. Water spend is ~ £400kp/a)</li> <li>• reducing carbon emissions</li> <li>• reducing CYC's mandatory carbon reduction commitment requirements (~£230k)</li> <li>• increasing revenue generation through renewable energy generation</li> <li>• creating 2 invest to save programmes that could fund new projects and possible staff (similar schemes can save £1m – 10m over 5yrs)</li> </ul> </li> <li>2. Streamlined management processes and procedures</li> <li>3. Up to 3 detailed renewable energy feasibility studies to develop investment grade opportunities from (PV and district heating)</li> <li>4. A long term renewable energy investment roadmap to guide and accelerate delivery of city-scale projects</li> <li>5. A new coordinated corporate utilities task and finish group</li> <li>6. Accelerated delivery of a strand of the Council's Transformational Programme</li> <li>7. Delivery of 2 outcomes of the Protecting Environment Council priority</li> <li>8. Commenced delivery of CYCs One Planet Living ambition enabling it to then consider wider elements of the framework and options for city-wide roll out</li> </ol>

## **Annex C: Energy supply models**

For cities that are interested in the potential of entering the energy supply market, the following five options exist – several of which are already being explored by leading local authorities.

1. Fully licensed supplier: a city sets up and runs an independent supplier, taking full responsibility for delivering all operational aspects of the business and meeting all regulatory licence conditions. Nottingham city council is the first city to pursue this approach and has issued a tender for relevant supplies and services.
2. Joint venture: a city works with one or more third parties to set up and run an independent supplier, sharing responsibility for operational delivery and meeting licence conditions
3. Licence lite: a city becomes a ‘junior supplier’ with responsibility for some aspects of operational delivery and meeting licence conditions, while a ‘senior supplier’ takes on the remaining responsibilities. The GLA is the first organisation to trial this approach and has recently invited tenders from potential senior suppliers.
4. Partnership: a city establishes a partnership with an existing supplier in which energy is provided using the supplier’s licence, and delivery of operational aspects of the supply business is shared. While not a local authority, Guinness Housing Association recently established such an arrangement with Spark Energy for providing energy to their housing residents (McCabe 2014). Ovo Energy has indicated that numerous local authorities have inquired about establishing a partnership arrangement through their ‘Ovo Communities’ offering.
5. White label: a city licenses use of their brand to an existing supplier who uses it to market to customers in the local area.

(Source: IPPR City Energy Report: A New Powerhouse for Britain)

## **Abbreviations**

APSE – Association for Public Service Excellence

CERT – Carbon Emissions Reduction Target

CESP – Community Energy Saving Programme

CYC – City of York Council

ECO – Energy Companies Obligation

GDHIF – Green Deal Home Improvement Fund

IPPR – Institute for Public Policy Research

LCR – Leeds City Region

PV – Photovoltaic

SHP – Strategic Heat Programme

TCEMP – Transformational Carbon & Energy Management Programme

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**Economic & City Development Overview & Scrutiny Committee****12 November 2014**

Report of the Assistant Director Governance and ICT

**York Economic Dashboard****Summary**

1. This report provides Members with York's latest Create Jobs and Grow the Economy Dashboard.

**Background**

2. In January 2014 the Economic & City Development Overview & Scrutiny Committee considered the implementation of recommendations from the previously completed External Funding Scrutiny Review along with updated information on the York Economic Partnership Dashboard. The then Chair asked that Members be kept updated on changes to the Economic Dashboard on a regular basis.
3. In April 2014 it was agreed that changes to the figures in the Economic Dashboard be considered by the Committee on a quarterly basis.

**Consultation**

4. The information in Annex A has been provided by City of York Council's Business Intelligence Officer.

**Options**

5. The Committee can note and comment on the information provided in this report and:
  - a) Ask that further update reports be produced for the Committee;
  - b) Agreed that no further reports should be produced.

## Analysis

6. This report is for information only.

## Council Plan

7. This report is directly linked to the '*create jobs and grow the economy*' element of the Council Plan 2011-15.

## Implications

8. There are no known financial, human resources, equalities, legal or other implications associated with this report.

## Risk Management

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

## Recommendations

Members are asked to consider the contents of this report and request a further update report be provided for the January ECDOSC meeting.

Reason: To keep Members informed about changes to the Economic Dashboard

## Contact Details

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### Chief Officer Responsible for the report:

Andrew Docherty  
Assistant Director Governance and ICT  
Tel: 01904 5551004

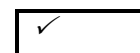
Report  
Approved



Date 28/10/2014

Wards Affected:

All



For further information please contact the author of the report



## **Annexes**

### **Annex A – Create Jobs and Grow the Economy Dashboard**

#### **Abbreviations used in this report and its Annex**

BRES - Business Register and Employment Survey

ECDOSEC – Economic & City Development Overview & Scrutiny Committee

GCSE - General Certificate of Secondary Education

GVA – Gross Value Added

ICT - Information and communications technology






















JSA – Jobseeker Allowance

ONS – Office of National Statistics

NVQ - National Vocational Qualifications

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## Create Jobs and Grow the Economy

People and Place					
Employment	2011/12	2012/13	2013/14	2014/15	Trend
Total In Employment	106,900	104,600	105,400		
Total Employee Jobs	103,500	101,600	102,400		
Source: ONS - Business Register and Employment Survey (Annual)					
Unemployment	2011/12	2012/13	2013/14	2014/15	Trend
York's unemployment rate below the national	1.90%	2.20%	2.40%	2.20%	
% of Full-time employees	67.50%	67.70%	65.90%	66.10%	
% of Part time employees	32.50%	32.10%	33.60%	33.20%	
Source: ONS - Annual Population Survey (Quarterly)					
Job Seekers Allowance	2011/12	2012/13	2013/14	2014/15	Trend
JSA Claimants % of Working Age Population (16-64)	2.70%	2.30%	1.60%	1.00%	
JSA Claimants: 18 to 24 % of Working Age Population	3.50%	2.50%	1.50%	1.10%	
JSA Claimants: 16 to 64 Over one year % of Working Age	0.50%	0.50%	0.40%	0.30%	
Source: ONS - Job Seekers Allowance Claimants (Monthly)					
Benefit Claimants	2011/12	2012/13	2013/14	2014/15	Trend
Total Benefit Claimants (Working Age 16-64)	12,210	11,510	10,670		
Lone Parents (Working Age 16-64)	1,100	910	850		
Source: DWP - Benefit Claimants (Quarterly)					
Workless Households	2011/12	2012/13	2013/14	2014/15	Trend
Workless Households % of all Households	14.90%	13.20%			
Children under 16 in Workless Households	10.10%	6.10%			
Source: ONS - Annual Population Survey (Annual) - discontinued 2012/13					
Child Poverty	2011/12	2012/13	2013/14	2014/15	Trend
Proportion of Children in Child Poverty (HMRC)	12.50%	11.10%			
Source: HMRC - Personal Tax Credits (Annual)					
Pay	2011/12	2012/13	2013/14	2014/15	Trend
Average earnings of residents - Gross Weekly Pay	£487.60	£523.10	£523.00		
(% difference York & GB)	-2.58%	2.83%	0.94%		
Earnings gap between the 25 percentile and the median	£216.50	£244.10	£234.80		
Source: ONS - Annual Survey of Hours and Earnings (Annual)					
% of working age population qualified	2011/12	2012/13	2013/14	2014/15	Trend
No qualifications	6.80%	6.40%	6.90%		
to at least L2 and above*	77.10%	79.80%	80.20%		
to at least L3 and above*	60.60%	65.60%	65.70%		
to at least L4 and above*	40.80%	41.30%	40.60%		
Source: ONS - Annual Population Survey (Annual)					
NEET	2011/12	2012/13	2013/14	2014/15	Trend
% of young people not in education, employment or	5.60%	4.90%	4.20%		
Source: DFE - Young People Not in Education, Employment, Training (Annual)					

## Create Jobs and Grow the Economy

### People and Place

Place	2011/12	2012/13	2013/14	2014/15	Trend
Number and % of vacant city centre shops (Business Rates)	55	40	42	50	
	8.16%	5.95%	6.25%	7.51%	

Source: CYC - Business Rates (Monthly)

Footfall Average Year to date	2011/12	2012/13	2013/14	2014/15	
York				61.82%	
Historic Towns & Cities				-1.90%	
Difference between York and UK Towns and Cities				63.72%	

Source: Springboard - Footfall Cameras (Weekly)

### Property Enquiries - reporting period (April to June 2014 )

Market research	Indigenous investors	Inward investing (UK)	Inward Investing (foreign)	TOTAL	
10	28	22	5	65	

Source: CYC - Economic Development - Evolutive (Quarterly)

### Business

	2011/12	2012/13	2013/14	2014/15	Trend
Total Businesses	7,870	8,010	8,135		
Business Births	655	720			
Business Deaths	605	640			
GVA per head	21,092	21,526			
Total GVA	£4.17 billion	£4.31 billion			
Business Start - ups (YTD)	1,588	1,494	1,155	883	

Source: ONS - Business Demography, GVA (Annual). Banksearch (Monthly)

### Huggins Index of Economic Competitiveness (Centre for Cities)

Indicator	Prev. Yr	Prev. Yr	Prev. Yr	Current	Latest Data
Employment rate (%)	15	6	13	12	Jul 2013- Jun 2014
Working age population with qualification at NVQ4+ (%)	8	9	11	10	Jan 13-Dec 13
Total CO2 emissions per capita (t)	24	28	28	28	2012
Business stock per 10,000 population	24	24	21	20	2012
GVA £ per head	15	16	14	15	2012
<b>Overall Rank</b>	<b>18</b>	<b>17</b>	<b>18</b>	<b>17</b>	



Positive Performance from last data release



Negative Performance from last data release



Stable or very little change from last data release



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**Economic & City Development Overview & Scrutiny Committee****12 November 2014**

Report of the Assistant Director Governance and ICT

**Scoping Report on proposal for scrutiny review of Lendal Bridge closure****Summary**

1. This report presents Members with information regarding proposed scrutiny review on the closure of Lendal Bridge.

**Background**

2. In mid-May 2014 several possible topics for review were considered at the annual Scrutiny Work Planning Event. Among those within the ECDOSC area of responsibility was the closure of Lendal Bridge.
3. The submission was:

*“To investigate the trial closure of Lendal Bridge in light of the Government’s Traffic Adjudicator ruling of Tuesday 1<sup>st</sup> April. Specifically, how and why City of York Council enforced a closure of Lendal Bridge and Coppergate which was essentially unlawful, and to address the other concerns (including poor signage) included in the ruling – in order to understand how the Council got itself into a position where it was enforcing closures it had ‘no power’ to enforce and to ensure that lessons are learnt and mistakes are not repeated.”*

4. The topic was discussed at a meeting of this Committee in June 2014 when Members considered feedback on all relevant topics from the Council Leader, the Cabinet Member for Environmental Services, Planning & Sustainability (the previous Cabinet Member for Planning, Transport and Sustainability) and the former Director of City and Environmental Services.

5. The current Cabinet Member for Transport was in attendance at the June meeting of this Committee and he confirmed that the Leader, under delegated powers and with the agreement of the Chair of the Corporate & Scrutiny Management Committee, had lifted the traffic restrictions on Lendal Bridge.
6. Some Committee Members supported conducting a review into the Lendal Bridge trial as it would allow them to look at the implementation of the decisions to see if lessons could be learnt. Others felt that the topic had been suggested purely for political reasons and that scrutiny of the Lendal Bridge trial by a Task Group would not add value and could be used as a forum for attributing blame and a decision was taken not to proceed with the review.
7. Following the recent changes to the Committee membership the new Chair has proposed that the decision to carry out this review be reconsidered and officers have provided the following update on the ongoing work to address the concerns arising from the trial closure of Lendal Bridge.

#### **Update on Ongoing Work**

8. As of the date of this report, seven months after the end of the trial, no response has been received from the Adjudicator. Therefore the lawfulness of either the Coppergate or Lendal Bridge restrictions remains undetermined.
9. Following the decision of the Leader in April to bring the Lendal Bridge Trial to a conclusion, the Authority continued with its application for a review of the decision to the Traffic Penalty Tribunal Adjudicator (the Adjudicator) in respect of appeals against fines for breach of the Lendal Bridge Traffic Regulation Order.
10. The Chief Executive asked the then Interim Assistant Director for Highways Transport and Waste to undertake a review of the Lendal Bridge trial. In May 2014 a new interim Director of City and Environmental Services and a new Assistant Director for Highways Transport and Waste took up post.
11. Following the passage of three months from the end of the trial, the new management team sought advice from Queen's Counsel as to a way forward on behalf of the Council and those motorists who had ongoing concerns with the Lendal Bridge trial, some of whom had made formal appeals to the Traffic Penalty Tribunal.

12. In August 2014 Cabinet considered a report in respect of withdrawing the Council's application for review of the adjudicator's decision regarding Lendal Bridge, making settlement payments to motorists disputing Penalty Charge Notices regarding the Bridge. The report also recommended continuing the application for Review of the Coppergate scheme as this was a longstanding Traffic Order that was not intended to be withdrawn. This decision was subject to Scrutiny call in by CSMC.
13. The following management disciplines have been put in place:
  - i. Establishing a named officer responsible for projects.
  - ii. Regular Directorate Management Team Meetings and Group Management team meeting that are not subject to cancellation are fully minuted with actions.
  - iii. Establishment of a regular Transport Board chaired by the Assistant Director to coordinate the officer management of the Highways and Transport Capital programmes and major initiatives.
  - iv. Collaborative cross departmental working for new projects such
14. The Coppergate traffic restrictions are not currently being enforced using cameras following a decision issued by the Traffic Penalty Tribunal adjudicator earlier in the year which is still the subject of the review. In the meantime the restriction remains in place although owing to the changes to the enforcement regime in the area, there are more incidents affecting journey times for public transport, particularly during peak times.
15. Following a request by the Council the Department for Transport has recently reviewed their original advice on the signage in place for the restriction. They have indicated that the current signage at the boundary of the restriction is appropriate and does not need special authorisation. Officers are currently reconsidering the legal position following receipt of this advice. It is still uncertain when a response to the request for a review of the original decision will be received from the Traffic Penalty Tribunal.
16. The implementation of the Cabinet decision to make settlement payments is being undertaken and the following number of applications for payment have been made:
  - September 2014: 5,584

- October 2014: 2,199 (7,783 in total)

17. In respect of the financial overview of the Lendal Bridge Trial the current position is as follows:
  - a. Income from the Lendal Bridge Trial in 2014/15 totalled £1,378k. There was administrative expenditure totalling £527k which primarily covered the cost of processing penalty charge notices.
  - b. As part of the year end accounts a provision of £708k was created to reflect the decision to refund penalty charge notices. This was undertaken with the agreement of the external auditor. The remaining income has been set aside in an earmarked reserve.
  - c. To date a total of £162k has been refunded as part of the refund process.
18. Officers continue to work with Members from all parties to establish a Congestion Commission and currently it is intended that a report will be presented to the Audit and Governance committee for their consideration of the scope of the commission. This Commission is intended to examine on a cross party basis the strategic challenges that the city faces in respect of managing congestion and transport, and the options that the Council may wish to take forward.

### **Possible Review Remit**

19. It is for this Committee to decide if it wishes to undertake a Scrutiny review of the Lendal Bridge Trial and the scope of the review. It is recommended that in light of the proposed establishment of the Congestion Commission that the actual merits of the scheme as a way to reduce congestion in the city centre not be included in the scope of the Scrutiny review to avoid pre-empting or overlapping with the work of the Congestion Commission.

### **Consultation**

20. Information contained in this report has been provided by the Assistant Director for Transport, Highways and Waste who will be at the meeting to answer any questions Members may have.



### Options

21. Having considered the information provided in this scoping report Members may choose:
- i) to proceed with the review and identify a suitable review remit
  - ii) not to proceed with the review

### Council Plan

22. This review would support the Get York Moving and Protecting the Environment priorities of the Council Plan 2011-2015.

### Implications & Risk Management

23. This scoping report is presented for information only so there are no implications or risks associated with the recommendations in this report. Implications and risks associated with this topic would be addressed as part of any scrutiny should a decision be taken to proceed.

### Recommendations

Members are recommended to:

- a) consider the information contained in this report;
- b) agree whether or not to proceed with the review, taking into account the information provided in paragraph 19.

Reason: To ensure compliance with scrutiny procedures and protocols.

### Contact Details

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**Chief Officer Responsible for the report:**

Andrew Docherty  
Assistant Director Governance and ICT  
Tel: 01904 551004

**Report  
Approved**

**Date** 4/11/2014

**Wards Affected:**

**All**

**For further information please contact the author of the report**

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**Economic & City Development Overview & Scrutiny Committee****12 November 2014**

Report of the Assistant Director Governance and ICT

**Update Report on Membership of the Supporting Older People Task Group****Summary**

1. This report informs members of the need to amend the membership of the Supporting Older People's Task Group following changes to the composition of the Economic & City Development Overview & Scrutiny Committee.

**Background**

2. At a scrutiny work planning event in early May 2014 Members considered and expressed an interest in developing a theme around "supporting older people" worthy of corporate review. At a meeting in June 2014 the Corporate & Scrutiny Management Committee agreed this review be carried out and all scrutiny committees be asked to consider their suggested remits and undertake the work.
3. In late July 2014 the Economic & City Development Overview & Scrutiny Committee considered a scoping report around the corporate Supporting Older People theme. Members agreed an aim and objectives for the review and appointed a Task Group comprising Councillors Cuthbertson, Watt and Riches to carry out the work on behalf of the committee.
4. The Task Group met for the first time in mid September 2014 when Councillor Riches was appointed Chair. Task Group members agreed that the key focus of the review centred round keeping people economically active. This, however, need not be just paid employment. Older people who were carers or were involved in volunteering contributed to the overall economic wellbeing of the city.

- 5 They considered volunteering can be rewarding in itself and is of benefit to individuals and the community.

People who volunteered to help organisations such as the York Museums Trust, the Archaeological Trust, the Minister, the Civic Trust and the Railway Museum all contributed to the economy of the city.

6. The Task Group requested that Officers arrange meetings with representatives from Job Centre Plus, York Council for Voluntary Services, York Learning City and charities working with older people.
7. However, before follow-on meetings could be finalised an emergency meeting of the Council in late October led to the reallocation of scrutiny committee seats which resulted in Councillor Riches losing his position on ECDOSC.

### **Analysis**

8. As the Supporting Older People Task Group has been reduced to just two members and as the work of the Task Group is still in its early stages a replacement for Cllr Riches needs to be considered if the review is to proceed.

### **Options**

9. The Committee can:
  - i) Appoint a replacement for Cllr Riches and proceed with the review;
  - ii) Not proceed with the review.

### **Council Plan**

10. The work on this review will support the create jobs and grow the economy, build strong communities and protect vulnerable people elements of the Council's Plan 2011-15.

### **Implications**

11. There are no financial, Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property of other implications associated with this report.

## Risk Management

12. There are no risks associated with this report.

## Recommendations

That the Committee appoints a Member to replace Councillor Riches to the Supporting Older People Task Group.

Reason: To enable the Task Group to progress the work needed to complete the review.

## Contact Details

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### Chief Officer Responsible for the report:

Andrew Docherty

Assistant Director Governance and ICT

Tel: 01904 551004

Report Approved

Date 31/10/2014

Wards Affected:

All

For further information please contact the author of the report

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## Economic & City Development Overview & Scrutiny Committee Work Plan 2014/2015

Meeting Date	Work Programme
11 June 2014 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Attendance of the Cabinet member for Transport</li> <li>2. Further Update on Youth Unemployment including updated statistics. (Julia Massey)</li> <li>3. Interim Report on Online Business / E-Commerce Scrutiny Review</li> <li>4. Verbal Report on GVA/high value jobs (David Walmsley)</li> <li>5. Report and Cabinet Member feedback on other potential scrutiny topics proposed at scrutiny work planning event: <ul style="list-style-type: none"> <li>• Public transport provision in the city</li> <li>• Low emissions strategy</li> <li>• Closure of Lendal Bridge</li> </ul> </li> <li>6. Work Plan 2014/2015</li> </ol>
23 July 2014 @ 5.30pm	<ol style="list-style-type: none"> <li>1. End of Year CYC Finance and Performance Monitoring Report</li> <li>2. Scoping report on Supporting Older People Scrutiny Review exploring how economic growth benefits older people eg to extend paid working/economic contribution</li> <li>3. Economic Dashboard Update</li> <li>4. Update on implementation of recommendations including a specific outcome target measure and progress arising from the External Funding Scrutiny Review</li> <li>5. Work Plan 2014/2015 including verbal updates on ongoing scrutiny reviews.</li> </ol>
1 October 2014 @ 5.30pm	<ol style="list-style-type: none"> <li>1. Attendance of the Cabinet Member for Planning and Sustainability</li> <li>2. Overview Report on Low Emissions Strategy including update of Air Quality Action Plan</li> <li>3. Update on Refresh of Equalities Scheme inc. Introduction to relevant focus areas</li> <li>4. First Quarter CYC Finance and Performance Monitoring Report.</li> <li>5. Six monthly Update Report on Major Transport Initiatives including overview of public</li> </ol>

	<p>transport provision in light of changing travel patterns</p> <p>6. Six monthly Update Report on Major Developments within City of York Council</p> <p>7. Work Plan 2014/2015</p>
12 November 2014 @ 5.30pm	<p>1. Attendance of the Cabinet Member for Homes and Safer Communities</p> <p>2. Higher Value Jobs Scrutiny Review Draft Final Report.</p> <p>3. Six monthly update from YorCity Construction</p> <p>4. Update Report on Bulk Buying of Energy.</p> <p>5. Economic Dashboard Update</p> <p>6. Scoping Report on proposal for scrutiny review of Lendal Bridge closure</p> <p>7. Update Report on Task Group Membership</p> <p>8. Work Plan 2014/2015</p>
28 January 2015 @ 5.30pm	<p>1. Attendance of Cabinet Member for Transport including written report on soft measures for transport modal shift and responsible driving, plus on air quality, public transport review</p> <p>2. Second Quarter CYC Finance and Performance Monitoring Report</p> <p>3. Update report on Universal Credit (Pauline Stuchfield)</p> <p>4. Economic Dashboard Update</p> <p>5. Draft Final Report for Online Business / E-Commerce Scrutiny Review.</p> <p>6. Work Plan 2014/2015</p>
11 March 2015 @ 5.30pm	<p>1. Attendance of the Leader of CYC (tbc)</p> <p>2. Third Quarter CYC Finance and Performance Monitoring Report</p> <p>3. Six monthly Update Report on Major Transport Initiatives</p> <p>4. Six monthly Update Report on Major Developments within City of York Council</p> <p>5. Services Older People Review Draft Final Report</p> <p>6. Draft Work Plan for 2015-2016</p>