



Notice of meeting of

Executive Members for City Strategy and Advisory Panel

To: Councillors Steve Galloway (Executive Member), Reid (Executive Member), Gillies (Chair), D'Agorne (Vice-Chair), Cregan, Hyman, Scott and Simpson-Laing

Date: Monday, 14 January 2008

Time: 5.00 pm

Venue: The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Friday 11 January 2008, if an item is called in *before* a decision is taken, *or*

4:00 pm on Wednesday 16 January 2008, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. **Declarations of Interest**

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Minutes (Pages 3 - 12)

To approve and sign the minutes of the meeting of the Executive Members for City Strategy and Advisory Panel held on 10 December 2007.

3. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Panel's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Friday 11 January 2008 at 5 pm.

BUSINESS FOR THE EXECUTIVE LEADER

ITEMS FOR DECISION

4. Chief Executive's Revenue and Capital Budget Estimates 2008/09 (Pages 13 - 32)

This report presents the 2008/09 budget proposals for Chief Executive's Directorate. It includes the revenue budget for 2007/08 (Annex 1) to show the existing budgets, the budget adjusted and rolled forward from 2007/08 into 2008/09, the provisional allocation of pay and price increases for the portfolio, officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3), fees and charges proposals (Annex 4), other revenue budget options for consultation (Annex 5), and the existing approved capital programme (Annex 6).

5. Economic Development Revenue Estimates 2008-09 (Pages 33 - 54)

This report presents the 2008/09 budget proposals for Economic Development. It includes the revenue budget for 2007/08 (Annex 1) to show the existing budgets, the budget adjusted and rolled forward from 2007/08 into 2008/09, the provisional allocation of pay and price increases for the portfolio

officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3), fees and charges proposals (Annex 4), other revenue budget options for consultation (Annex 5), the existing approved capital programme (Annex 6) and options for new capital schemes (Annex 7).

6. Chief Executive's 2008/09 Service Plans (Pages 55 - 94)

This report presents the 2008/09 Service Plans for the Chief Executive's Directorate.

7. Directorate of City Strategy Service Plans 2008/09 (Covering April 2008 - March 2011) - Economic Development & Strategic Partnerships (Pages 95 - 112)

This report presents the 2008/09 Service Plan for Economic Development & Strategic Partnerships, in the Directorate of City Strategy.

BUSINESS FOR THE EXECUTIVE MEMBER FOR CITY STRATEGY

ITEMS FOR DECISION

8. City Strategy Revenue and Capital Budget Estimates 2008-09 (Pages 113 - 136)

This report presents the 2008/09 budget proposals for City Strategy (excluding Economic Development). It includes the revenue budget for 2007/08 (Annex 1) to show the existing budgets, the budget adjusted and rolled forward from 2007/08 into 2008/09, the provisional allocation of pay and price increases for the portfolio, officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3), fees and charges proposals (see separate report), other revenue budget options for consultation (Annex 4), the existing approved capital programme (Annex 5), and options for new capital schemes (Annex 6).

9. Revenue Budget 2008-09 City Strategy Fees and Charges
(Pages 137 - 148)

This report advises Members of the proposed fees and charges for the City Strategy portfolio for the financial year 2008/09 and the anticipated increase in income which they will generate. The Annex to the report sets out the detail of the individual charges.

10. City Strategy Financial Support to Voluntary Organisations 2008/2009 (Pages 149 - 168)

This report advises Members of the applications received for financial support from City Strategy's voluntary sector funding budget for 2008/2009. Members are requested to maintain existing three year funding agreements and to consider officer recommendations to award a number of one-year funding grants and Discretionary Rate Relief awards.

11. Directorate of City Strategy Service Plans 2008/09 (Covering April 2008 - March 2011) - City Development & Transport, Planning & Sustainability, and Resource & Business Management (Pages 169 - 208)

This report presents the 2008/09 Service Plans for City Development & Transport, Planning & Sustainability, and Resource & Business Management, in the Directorate of City Strategy.

12. Petition Regarding Anti-Social Behaviour (Pages 209 - 230)

This report responds to a petition presented to a meeting of Full Council on 4th October 2007, on behalf of the residents of Rawcliffe, regarding alleged anti-social behaviour.

13. Petition on Affordable Housing (Pages 231 - 238)

This report considers and responds to a petition on affordable housing.

14. Public Rights of Way - Petition Seeking the Addition of Chapel Alley, Fulford to the List of Streets Maintainable at the Public Expense (Pages 239 - 260)

This report responds to the receipt of a petition signed by 127 residents of Fulford, requesting that the path known as Chapel Alley be adopted by the Council.

15. Petition for Traffic Calming Measures on Penyghent Avenue, Burnholme, York (Pages 261 - 268)

This report advises Members of the receipt of a petition seeking traffic calming measures on Penyghent Avenue and the proposed initial action to be taken in response to the concerns expressed in it.

16. Petition for CCTV - Bishopthorpe Road (Pages 269 - 274)

This report brings to the attention of the Executive Members & Advisory Panel the receipt of a petition that requests the installation of CCTV in the vicinity of Bishopthorpe Road / Scarcroft Road and also asks for the relocation of the recycling bins on Bishopthorpe Road car park.

17. Petition - Highcliffe Court, Clifton (Pages 275 - 286)

This report brings to the attention of the Executive Members & Advisory Panel the receipt of a petition that requests action be taken to tackle various traffic related issues in Highcliffe Court.

18. Petition from Residents of Bramham Avenue Requesting Resurfacing Works of the Carriageway (Pages 287 - 296)

This report presents a petition from 28 residents of Bramham Avenue, Acomb, calling for the road to be resurfaced in order that it is better able to sustain the volume of bus traffic now using it.

19. Six Monthly Review of Speeding Issues (Pages 297 - 318)

This report advises Members of the many locations where concerns about traffic speeds have been raised, and provides an update on progress towards assessing these against the agreed prioritisation framework. Based on this assessment process, a number of priority sites are identified and discussed, leading to the development of proposals for possible future speed management actions. The report also gives an update on the use of Vehicle Activated Signs (VAS) as a speed management tool around the City.

20. Highway Maintenance, Advanced Design on Programmes for 2008-2009 (Pages 319 - 340)

This report discusses how the provisional highway maintenance surfaces programmes have been prepared. It recommends and seeks approval to begin advanced design for a list of schemes in each category of work.

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

Democracy Officer

Sarah Kingston
Tel. (01904) 552030
sarah.kingston@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

Contact details are set out above.

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- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
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Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

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If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	EXECUTIVE MEMBERS FOR CITY STRATEGY AND ADVISORY PANEL
DATE	10 DECEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (EXECUTIVE MEMBER), GILLIES (CHAIR), D'AGORNE (VICE-CHAIR), HYMAN, SCOTT, SIMPSON-LAING, HOLVEY (SUBSTITUTE) AND POTTER (SUBSTITUTE)
APOLOGIES	COUNCILLORS REID AND CREGAN

58. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Cllr Hyman declared a personal non-prejudicial interest in Agenda Item 9, Petition from residents of North Moor Road regarding Huntington Primary School Safety Zone (minute 66 refers), as a governor of Huntington Primary School.

Cllr Potter declared a personal and prejudicial interest in the same agenda item, as her mother had signed the petition, and left the room and took no part in the discussion or the decision thereon.

Cllr D'Agorne declared a personal interest in the same agenda item as he sat on the East Area Planning Sub Committee who had previously discussed the school safety zone.

Cllr Scott declared a personal non-prejudicial interest in Agenda Item 4, Chief Executives Monitor 2 Finance & Performance Report 2007/08 (minute 61 refers), as a solicitor specialising in employment law.

59. MINUTES

RESOLVED : That the minutes of the meeting of the Executive Members for City Strategy and Advisory Panel held on 29 October 2007 be approved and signed by the Chair and the Executive Members as a correct record.

60. PUBLIC PARTICIPATION / OTHER SPEAKERS

It was reported that there was one registration to speak under the Councils Public Participation Scheme.

Representations were received from the lead petitioner regarding Agenda Item 9, Petition from Residents of North Moor Road regarding Huntington Primary School Safety Zone. He stated that 60% of residents had noticed vibrations in their properties and were concerned. He stated that vehicles travelled at a higher speed than 22mph, and that the council officer had only visited his home and not others in the street. The residents recognised the need for a school safety zone but wanted to work with the council to resolve the issue.

Cllr Moore spoke on Agenda Item 11, Drainage in York. He stated that he supported the report but wished to raise some shortfalls. He stated that he supported the growth bid, highlighted the importance of working proactively with Yorkshire Water, and the requirement for contingency plans. He also stated the drainage planning policy was not satisfactory, and that consultation with partner agencies did not always happen and if it did comments received from them were often inadequate.

61. CHIEF EXECUTIVE'S MONITOR TWO FINANCE & PERFORMANCE REPORT 2007/08

Members considered a report which presented the second performance monitor of 2007/08 for the Chief Executives directorate. It included the latest position on the directorates local and best value performance indicators, an update on key projects, and the latest projections against revenue expenditure.

The report provided an executive summary of performance, and a performance and financial overview corporately and by directorate.

Members raised issues regarding the new speech recognition system at the Customer Contact Centre and whether disability groups had been contacted for their views on this, and it was agreed that this would be done¹.

Members also discussed the growth bid for an Equalities Officer, telephone response times, and sickness figures.

Advice of the Advisory Panel

That the Executive Leader be advised to note the performance and financial outturn position for 07/08.

Decision of the Executive Leader

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : To inform the Executive Leader on progress made against service plan targets and budget.

Action Required

1. Contact disability groups to seek their views on the speech recognition system operated by the Customer

GR

Contact Centre.

62. 2007/08 SECOND MONITORING REPORT ECONOMIC DEVELOPMENT AND PARTNERSHIPS - FINANCE & PERFORMANCE

Members considered a report which presented the latest projections for revenue and capital expenditure by Economic Development and Partnerships, as well as performance against target for Best Value Performance Indicators, Customer First Targets, and Staff Management targets.

The report included a financial summary detailing approved budget and carry forward, and key variances.

Members discussed the methods of reporting sickness levels and the importance of it being consistent to enable comparisons to be made, the shortfall of income in open markets, and business confidence/increase in turnover for businesses.

Advice of the Advisory Panel

That the Executive Leader be advised to note the financial and performance position of the portfolio.

Decision of the Executive Leader

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : In accordance with budgetary and performance monitoring procedures.

63. 2007/08 CITY STRATEGY FINANCE AND PERFORMANCE MONITOR TWO REPORT

Members considered a report which presented two sets of data from the City Strategy directorate. These were the latest projections for revenue expenditure and capital expenditure for City Strategy portfolio, and monitor 2 (2007/08) performance against target for a number of key indicators that were made up of Best Value Performance Indicators owned by City Strategy, Customer First targets and staff management targets.

The report provided a management summary of the financial and performance overview. Members discussed the increase in sales of Respark, the shortfall in parking income, concessionary fares, improvements in sickness figures, repairing of streetlighting and Millennium Bridge lighting, and the city wide retail study.

Advice of the Advisory Panel

That the Executive Member be advised to :

- a) Note the financial and performance position of the portfolio;
- b) Recommend to the Executive to release a contingency sum of £200k to support pressure on Concessionary Fares budget¹ ;
- c) Approve the virement of £198k within Engineering Consultancy income and expenditure as detailed in paragraph 20 of the report².

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : In accordance with budgetary and performance monitoring procedures.

Action Required

To refer to the Executive for approval as part of the Corporate Finance and Performance Monitoring Report To adjust the budget on the ledger JB JB

64. 2007/08 CITY STRATEGY CAPITAL PROGRAMME: MONITOR 2 REPORT

Members considered a report which set out the progress to date on schemes in the City Strategy Capital Programme for 2007/08. It reported on budget spend to the end of October 2007, which is seven months into the capital programme year. It also gave an update on any scheme works that had occurred since the end of October to give a more accurate picture of progress, and of any adjustments that needed to be made.

Members discussed the BLISS system for the Leeds Bradford Airport Coach and were informed that this would be funded by First. The Tram/Train Study and the four major compensation events in connection with Moor Lane Roundabout were further discussed.

Advice of the Advisory Panel

That the Executive Member be advised to approve the adjustments as set out in Annexes 1 and 2 of the report¹.

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : To manage the Capital Programme effectively.

Action Required

1. To update the programme spreadsheets

JB

65. PETITION FOR RESIDENTS PARKING - HOLGATE BRIDGE GARDENS

Members considered a report which was in response to the receipt of a petition that requested the introduction of a residents parking scheme for Holgate Bridge Gardens. The petition had been signed by 11 people from the 12 properties in the street. A plan attached as Annex B to the report showed the area of the scheme that had been requested. If taken forward this would be a new zone rather than an extension to any of the existing zones in the area.

The report presented three options :

- a) Add this area to the list for investigation;
- b) Reject the request for inclusion in a residents parking scheme;
- c) Add this area to the list for investigation, and as an interim measure introduce up to 40 metres of double yellow lines in the first half of the street to alleviate access problems.

Advice of the Advisory Panel

That the Executive Member be advised to :

- a) Include this area on the residents parking request list and begin investigations and consultation once it reaches the top of the list¹;
- b) Introduce up to 40 metres of double yellow lines from the junction with Holgate Road to try and alleviate the problems associated with access by large vehicles, to be investigated in the Annual Review this year².

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : To facilitate parking for residents and their visitors as requested and to ease access and egress in the street.

Action Required

Include this area on the residents parking request list and begin investigations and consultation once it reaches the top of the list. JB JB

Introduce up to 40 metres of double yellow lines from the junction with Holgate Road to try and alleviate the problems associated with access by large vehicles, to be investigated in the Annual Review this year.

66. PETITION FROM RESIDENTS OF NORTH MOOR ROAD RE. HUNTINGTON PRIMARY SCHOOL SAFETY ZONE

Members considered a report which advised them of the receipt of a petition from 16 residents who objected to having the current speed humps, which form part of the Huntington Primary School Safety Zone, adjacent to their properties. They claimed that they are continually disturbed by heavy vehicles, causing properties to shake and vibrate whenever their wheel clips the edges of the humps. Although the residents recognise the requirement for measures to be in place to reduce traffic speeds outside the school, they were asking the Council to consider alternative measures that will not cause distress to local residents.

Members discussed the type of speed humps in the area, the relocation of humps as to whether this would alleviate the issue, their concerns regarding the assessment of vibration levels, speed monitoring, and the need to address residents concerned.

Advice of the Advisory Panel

That the Executive Member be advised to agree that :

- a) The size of the speed bumps be checked¹;
- b) The comments of Members be taken into account²;
- c) The alignment of the speed bumps be checked³;
- d) A more scientific approach be adopted to measure the level of vibrations under controlled circumstances⁴.

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : To address the issues raised in the petition.

Action Required

The size of the speed bumps be checked.	JB
The comments of Members be taken into account.	JB
The alignment of the speed bumps be checked.	JB
A more scientific approach be adopted to measure the level of vibrations under controlled circumstances.	JB

67. PUBLIC RIGHTS OF WAY - PETITION SEEKING CLOSURE OF THE SNICKET LEADING FROM CARRFIELD, WOODTHORPE INTO HERON AVENUE, FOXWOOD

Members considered a report which was in response to the receipt of a petition signed by 22 residents living in the Woodthorpe area, requesting the closure of the snicket leading from Carrfield into Heron Avenue, because of problems with criminal activity and anti-social behaviour.

Members discussed the level of crime in the area, and the Ward Councillor updated that much of the problem in the area related to graffiti. Previous gating orders had been made in the area, and Members suggested that if a gating order was made that the opportunity be used to tap into the systems already in place for locking and unlocking gates in the area.

Advice of the Advisory Panel

That the Executive Member be advised to approve that :

- a) A Gating Order be made for a period of 12 months¹;
- b) A review be carried out at the end of this period to review the crime and anti-social behaviour statistics in 12 months².

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON : To address the issues raised in the petition.

Action Required

A Gating Order be made for a period of 12 months JB
A review be carried out at the end of this period to review JB
the crime and anti-social behaviour statistics in 12 months.

68. DRAINAGE IN YORK

Members considered a report which reviewed the effects on the drainage system in York as a result of the rainfall events which occurred during June 2007. It also advised Members on the relationship between the various organisations who deal with the discharge of surface water from within the city. The report reviewed the gully cleaning service in line with the motion to Full Council on 4 October 2007 and examined options to improve maintenance of the highway drainage assets.

Members discussed planning policy issues, gully cleaning, consultation with partner agencies, and maintenance of watercourses. Members requested that Annex A be amended to reflect the correct Wards¹.

Advice of the Advisory Panel

That the Executive Member be advised to note :

- a) The rainfall which fell on the 25 June 2007 was an exceptional event which overwhelmed the capacity of the drainage infrastructure, there were local exceptions to this and remedial works have either been carried out or further investigations are ongoing;
- b) The work being undertaken as part of the Department of Environment, Food and Rural Affairs research into their Integrated Urban

Drainage Management project which will report in September 2008 and hopefully establish a better legal framework for those involved in drainage run-off to operate within;

- c) The collaborative work undertaken by Council and Yorkshire Water Services staff to identify potential problems in the drainage network, this work is still ongoing;
- d) The work carried out over recent years to the gully cleaning service and that the information outlined in paragraphs 75 to 77, is used to inform the budget setting process for 2008/09;
- e) The work carried out to produce the Strategic Flood Risk Assessment and the new guidance given to Planning Development Control Office;
- f) The pressure being put on the budgets supporting river and surface water flooding, along with resources to react to the riparian ownership duties, flood emergencies and warping, and that the information outlined in paragraphs 78 to 83, is used to inform the budget setting process for 2008/09.

Decision of the Executive Member

RESOLVED : That the advice of the Advisory Panel be accepted and endorsed.

REASON :

- a) To inform the Executive Member of the severity of the conditions which caused the event.
- b) To advise the Executive Member of the ongoing work being undertaken at a national level, so decisions for the future can be taken in light of emerging national guidance.
- c) To manage the drainage assets efficiently.
- d) To demonstrate the strategic importance of the service and to enable it to develop and improve within set parameters to deliver the most sustainable outcome.
- e) To advise the Executive Member of improvements in the planning process.
- f) To demonstrate the strategic importance of the service and to enable it to develop and improve within set parameters to deliver the most sustainable outcome.

Action Required

That Annex A be amended to reflect the correct Wards.

JB

Cllr Gillies
Chair

Cllr SF Galloway
Executive Leader

Cllr A Reid
Executive Member for City Strategy

[The meeting started at 5.00 pm and finished at 6.45 pm].

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Executive Members for City Strategy and Advisory Panel

14 January 2008

Joint Report of the Director of People and Improvement and the Director of Resources

Chief Executive's Revenue and Capital Budget Estimates 2008/09

Summary

- 1 This report presents the 2008/09 budget proposals for Chief Executive's Directorate. It includes:
 - the revenue budget for 2007/08 (Annex 1) to show the existing budgets
 - the budget adjusted and rolled forward from 2007/08 into 2008/09
 - the provisional allocation of pay and price increases for the portfolio
 - officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
 - fees and charges proposals (Annex 4)
 - other revenue budget options for consultation (Annex 5)
 - the existing approved capital programme (Annex 6)
- 2 Budget Council will be held on 21 February 2008 and will make decisions on the overall budget for the Council. Proposals for savings/growth currently being considered by the individual EMAP meetings will not result in a balanced budget and the Executive Members will also have to consider other options. Options relating to this portfolio are shown in Annex 5. In order to facilitate the decision making process the Executive are meeting on 12 February 2008 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.
- 3 The Executive Leader is therefore asked to consider the budget proposals included in this report and identify their preferences after considering the proposals in annexes 2 and 3 which will be considered by the Executive as part of the consultation exercise. In particular Member advice is sought on the items listed for consultation in Annex 5 which at present do not currently form part of the intended budget, but which may need to (see paragraph 2). EMAP is invited to provide comments on the budget proposals in this report

Background

- 4 The Council's Financial Strategy was adopted by the Executive on 11 September 2007. This paper is the result of ongoing work against this agreed framework.
- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for

2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2008/09 indicated that the government has transferred £2.626m from service specific grants into the general (Revenue Support) grant. Formula damping, by which the government try to ensure that there is a limit to large gains/losses to Council's from formula changes, is still in force. The proposed funding positions are that in real terms general grant will increase by £1.39m (3.63%) in 2008/09, £1.17m (2.75%) in 2009/10 and £1.11m (2.56%) in 2010/11.

- 6 It should be noted that this is a *provisional* settlement, and, as such, it is likely to change following consultation. As it is a three-year settlement it is likely that the large grant losers who have significant resources at their disposal will be lobbying hard for changes to be made in their favour. It is also likely that there may be errors/changes to the data used by the DCLG when the final settlement is announced.

Budget Proposals for Chief Executive's

- 7 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

Table 1 - Summary of Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	8	4,660
Provisional allocation for pay increases	9	114
Provisional allocation for price increases	10	9
Other Budget Pressures:	11-13	
Superannuation increase		13
Staff Increments		51
Full year effect of 2007/08 savings items	14-15	4
Service Pressure proposals (Annex 2)	17-18	60
Savings proposals (Annex 3)	19-21	-253
Proposed Budget 2008/09		4,658

Base Budget (£4,660k)

- 8 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2007/08, e.g. supplementary estimates.

Provisional Pay Inflation (+£114k)

- 9 These calculations are based on a pay increase for APT&C of 2.5%. The negotiations for the 2008/09 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (+£9k)

- 10 The budget proposes that, due to the underlying low rate of inflation, there is a general price freeze on most budgets. The amount allowed for price inflation is to fund known price increases, e.g. contract payments. Increases for fees and charges are included in the savings proposals.

Other Budget Pressures (+£64k)

- 11 These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.
- 12 Staff increments for the year are calculated at £51k. This excludes increments for staff funded by external income/grants.
- 13 The triennial valuation of the Council Pension Fund is recommending an increase to employer superannuation contributions. The increase of £13k is based on a superannuation rate of 18%.

Full Year Effect of 2007/08 Saving Items

- 14 Several saving items were approved in 2007/08 where there is either a full year cost or a non-recurrence in 2008/09.
- 15 The costs shown in table 2 below represent the additional funds needed in 2008/09

Table 2 - Full Year Costs of 2007/08 Savings

	£'000
Additional Costs due to one-off Savings in 2007/08	
Mobile Exhibition Unit – the saving on maintenance if the unit in 2007/08 was agreed as a one-off saving.	4
Total Full Year Costs	4

General Contingency

- 16 Members should note that there are potential expenditure pressures that may materialise in 2008/09 but which are not yet certain or not quantifiable at this stage. The issues are listed in Table 3 below and it is assumed that if they materialise then funding will be requested from the General Contingency. Details of the contingency pressures are shown in Annex 2.

Table 3 - Contingency Issues for 2008/09

	£(000)
Contingency Issues for 2008/09	
Review of Members Allowances	60
Total	60

Service Pressures (+£60k)

- 17 In the Finance Strategy report to the Executive on 11 September 2007 a sum of £7.828m was included as the estimated amount that would be needed to meet increasing demand for services and to allow for reprioritisation of service provision.
- 18 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for Chief Executive's. The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.

Savings Proposals (£-253k)

- 19 Members will be aware that the 2007/08 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2008/09 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;
- improve quality and efficiency
 - take advantage of ongoing service and/or Best Value reviews
 - generate income
 - address budgetary underspends
 - improve cash flow and interest earnings
 - generate savings from the technical and financial administration functions of the Council
- 20 In addition to the initiatives above the list of savings also include proposals to increase fees and charges (see also section below). Generally these are increasing by 2.5% but this is varied by directorates as they are affected by national constraints/requirements.

- 21 Annex 3 shows the full list of savings proposals for the Chief Executive's Directorate.

Fees and Charges

- 22 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Where fees and charges increases are leading to additional revenue they have been included in Annex 3.

Capital Programme

- 23 The Council's existing capital programme is shown at Annex 6.
- 24 The resources to fund new capital schemes are limited. Overall the existing

programme is anticipated to generate a small receipts surplus of £0.6m, however, it is unlikely that there will be any new major receipts as all surplus land holdings have either been sold or are earmarked to be sold for existing commitments. A maximum of £1.25m is expected to be available for new schemes as part of the 2008/09 – 2010/11 programme, which if fully committed, leaves no contingency if sales are not made at their expected values. Against this background Officers have prepared a list of possible schemes to be considered. There are no schemes within this portfolio.

Consultation

- 25 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options

- 26 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 4 and 5.

Analysis

- 27 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

- 28 The budget represents the opportunity to reprioritise resources towards corporate priority areas and delivery of the Corporate Strategy as a whole. In particular, the Chief Executives directorate has a key role to play in ensuring that the Council's core values around customers, leadership, efficiency and people are embedded and shape the everyday work of the Council and its employees. These proposals have been designed to support the embedding of the values.

Implications

- 29 The implications are:
- **Financial** - the financial implications are dealt with in the body of the report.
 - **Human Resources** – the savings proposed in Annex 3 equate to the loss of 3.5 full time equivalent posts within the Directorate.
 - a) Loss of the equivalent of one fte post in Policy, Improvements and Equalities Team
 - b) Loss of one fte HR Manager
 - c) Loss of one fte post in Electoral Services
 - d) Loss of 0.5fte admin support in Legal Services (currently vacant)In addition there is a proposal to reduce the hours of a post within Marketing & Communications to 4 days per week and regrading vacant posts in Democracy Services and Marketing & Communications.

Where requested HR has been involved in the development of the budget proposals and has worked with local managers to identify the HR implications of the proposals. HR implications will be managed in accordance with established council change management procedures. As part of this process consultation with potentially affected staff and their representatives has been undertaken at corporate and departmental level.

Despite this there is still a statutory requirement for collective consultation with both the trade unions and employees where 20 or more redundancies are proposed within a 90-day period or less. It is anticipated that the number of potential redundancies when the budget saving proposals become clearer, it will be necessary for the council to issue an Advance Notification of Redundancies (HR1) to the Department of Trade and Industry and the trade unions. Failure to do so could result in delays to redundancies taking place and penalties associated with non-compliance. The length of time that we are required to consult with employee / trade unions before the first dismissal can take effect is 30 days where there are between 20 and 99 redundancies proposed and 90 days where there are 100 or more proposed.

The councils overall number of full time equivalent posts to be reduced is still yet to be established. Once this has taken place HR will confirm the required duration of the collective consultation. Line managers should not issue notices to dismiss employees before the collective consultation process has concluded.

Action is already being undertaken to mitigate the overall redundancy numbers through processes such as redeployment and controlled recruitment. Natural attrition, the retention of grant funding and attainment of growth bids will equally reduce the final number of posts to be removed from the establishment.

- **Equalities** – the growth item for equalities support is set out in Annex 5. Should Members not support the bid the implications are detailed in the Annex.
- **Legal** - there are no legal implications to this report.
- **Crime and Disorder** -there are no specific crime and disorder implications to this report
- **Information Technology** - there are no information technology implications to this report.
- **Property** - there are no property implications to this report
- **Other** -there are no other implications to this report

Risk Management

- 30 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.

- 31 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

- 32 The Executive Members Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 33 The Executive Members Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 34 The Executive Members Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 35 The Executive Members Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 36 The Executive Leader is invited to consider whether the budget proposals are in line with the Council's priorities.
- 37 The Executive Leader is asked to consider the budget proposals for consultation for Chief Executive's for 2008/09 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 12 February 2008.
- 2008/09 Base budget as set out in paragraph 8;
 - Service Pressure proposals as set out in Annex 2;
 - Savings proposals as set out in Annex 3;
 - Fees & Charges Proposals as set out in Annex 4;
 - Other Revenue Budget Options for Consultation as set out in Annex 5.

Reason: As part of the consultation for the 2008/09 budget setting process.

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Specialist Implications Officer(s)

Financial - Report Author
HR – Chris Tissiman, Acting Head of HR
Equalities – Evie Chandler, Equalities Officer

Wards Affected: *List wards or tick box to indicate all* **All** ✓

Background Working Papers

Reports to individual EMAP meetings

Annexes

- Annex 1 - 2007/08 Budget
- Annex 2 - Service Pressure Proposals
- Annex 3 - Savings Proposals
- Annex 4 - Fees and Charges Proposals
- Annex 5 - Other Revenue Budget Options for Consultation
- Annex 6 - Existing Capital Programme

SERVICE PLAN**CHIEF EXECUTIVE'S DIRECTORATE SUMMARY**

<u>DETAILED EXPENDITURE</u>		<u>COST CENTRE EXPENDITURE</u>	
	ORIGINAL ESTIMATE		ORIGINAL ESTIMATE
	2008/09		2008/09
	£'000		£'000
Employees	4,602	Chief Executive	322
Premises	50	Director Of People & Improvement	169
Transport	56	Civic, Democratic and Legal	2,325
Supplies & Services	1,849	Performance & Improvements	146
Miscellaneous	2,708	Human Resources	24
		Marketing & Communications	(6)
		Corporate And Democratic Core	1,680
Gross Expenditure	9,265		
Income	(4,605)		
Net Expenditure	4,660	Net Expenditure	4,660

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CHIEF EXECUTIVES DEPARTMENT
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2007/08 £(000)	Full Year 2008/09 £(000)	Full Year 2009/10 £(000)	One- Off
a) Service Pressures assumed within the report					
CXPG4	<u>Political Assistants</u> To provide a political assistant post to support Conservative group members. Following the May election the Conservative's have a significant representation on the Council (7 Members) and are therefore requesting support. This has been made available during 2007/08 however additional resources are required to make the arrangement permanent.	15.00	15.00	15.00	
CXYG2	<u>Impact of revised political arrangement on Members Allowances</u> Increase in costs of Members Allowances due to increased number of Members qualifying for Special Responsibility Allowances.	10.00	10.00	10.00	
CXYG2	<u>Appointment of new Chief Executive</u> In seeking to replace the former Chief Executive members agreed to a change in the remuneration package to be offered. This pressure reflects the full year cost of the decision.	35.00	35.00	35.00	

Recurring Bids Total 60.00 60.00 60.00One-off Bids Total 0.00 0.00 0.00**b) Service Pressures to be included within the contingency**

CXPG5	<u>Review of Members Allowances</u> Provision to enable an increase in Members Allowances to reflect inflationary increase since 2003/04 when previously reviewed.	60.00	60.00	60.00	
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Recurring Bids Total 60.00 60.00 60.00One-off Bids Total 0.00 0.00 0.00**c) Proposals considered but not recommended**

CXPG2	<u>Development of Organisational Effectiveness Programme (OEP)</u> Additional resource to support the Council's OEP. The Council has a number of Champions leading Improvement initiatives however there is a lack of corporate support coordinating the programme.	85.00	85.00	85.00	
CXPG6	<u>Transforming People Management</u> Additional HR Corporate Advisor to lead the transformation of people management in the council	44.00	44.00	44.00	

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Chief Executives Directorate
Savings Proposals 2008/09

Annex 3

Ref	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	<u>a) Savings proposals assumed within the report</u>			
CXHDS1	<u>Reduction in Talkabout Budget</u> There is currently £20k in the talkabout budget that delivers three questionnaires a year and an annual refresh of the panel (which need to be done regularly to maintain statistical viability). The proposed saving is to reduce the number of questionnaires to 2 (from 3) and refreshing the panel less regularly.	8.00	8.00	8.00
CXHS1	<u>Restructure within Policy, Improvements & Equalities Team</u> Re-alignment of the staffing resources within the Policy, Improvement and Equalities Team (PIET) to: (a) respond to changes required due to merging of policy and improvement teams (b) urgently provide a more balanced and sustainable structure (c) ensure resources at targeted at directorate and organisational priorities, whilst reflecting the need to reduce overall costs.	20.00	20.00	20.00
CXMS1	<u>Merger of Corporate HR teams</u> Proposal to merge the Corporate Development Team and Business Development Team resulting in increased operational efficiency and allowing the realignment of resources away from business development to the equalities agenda. Proposal will result in the redundancy of 1fte post.	25.00	25.00	25.00
CXMS2	<u>Restructure of Electoral Services</u> Deletion of the post of Electoral and Civic Services Manager and consequent restructuring.	24.00	24.00	24.00
CXMS3	<u>Delete Legal Consultants Budget</u> This budget is historically used to pay for locum solicitors to support the service. However in recent years Directorates have bought in external legal support directly resulting in an underspend for Chief Executive's.	21.00	21.00	21.00
CXMDS1	<u>Rationalise Admin arrangements in Civic Democratic & Legal Services</u> Delete vacant 0.5 fte PA support to Head of Civic, Democratic and Legal Services. Look to support using other PA staff within Chief Executive's.	9.00	9.00	9.00
CXMDS2	<u>Increase in Guildhall Income</u> The hire of the guildhall has been relatively successful in 2007/08 and anticipated to overachieve its income target (£17k). It is proposed to increase charges for the hiring of the guildhall by 10%. Combined it is anticipated that an additional £7k can be achieved.	7.00	7.00	7.00
CXMDS3	<u>Reduction in Publications Budget</u> This proposal represents a 30% reduction in the budget held for the production and distribution of the BVPP, corporate strategy and other performance information. Much of this information is mainly for internal stakeholders and partners, but some, for example, the performance information included with council tax bills, is targeted at a much wider audience. The impact of this cut is potentially mitigated by the fact that the Council will no longer have to produce a BVPP from April 2008. It is also possible that performance information provided to residents may be able to be provided more effectively through alternative mechanisms such as the proposed annual report, and/or residents newspaper.	5.00	5.00	5.00
CXMDS4	<u>Delete Redundancy Counselling Budget</u> To remove set budget for redundancy counselling as service can be delivered on a signposting basis.	9.00	9.00	9.00
CXLS1	<u>Minor restructure in Marketing & Communications</u> The PO 1-4 role of Research Officer (one of two) is currently vacant. A saving of £11k can be achieved by downgrading this post to a Scale 5 Research Assistant.	11.00	11.00	11.00
CXLS2	<u>Admin Accommodation Saving</u> Saving arising from relocation of legal staff to Guildhall from King's Court of £34k. The saving only available to 2009/10 when included in costings for overall Admin Accom project.	34.00	34.00	0.00
CXLS3	<u>Recruitment Pool Budget</u> Set income target for operation of recruitment pool. The pool generates income by supplying agency staff throughout the council with a percentage mark up on the worker's hourly rate. The savings proposal is to utilise a proportion of the pool's income as a saving which would otherwise be re-invested in the HR Service.	20.00	20.00	20.00

**Chief Executives Directorate
Savings Proposals 2008/09**

Annex 3

Ref	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
CXLDS1	<u>Reduction of exhibition display trailer maintenance budget</u> This budget was offered last year and taken for one year only. The exhibition unit is still in a reasonable state of repair and is being hired out. Should it be in need of a refit in year this pressure will have to be met by increasing charges.	4.00	4.00	4.00
CXLDS2	<u>General reduction in Marketing & Communications Budgets</u> Savings on various office equipment and printing and stationary budgets across the department.	6.00	6.00	6.00
CXLDS3	<u>Reduction in Market Research Budget</u> The majority of this budget is spent on the annual residents opinion survey. The saving will be made by reducing costs with external suppliers.	2.00	2.00	2.00
CXLDS4	<u>Reduction in hours of media and publications officer</u> The council employs three media and publications officers to handle all press work and all council publications. They work between the disciplines, but broadly speaking one produces Your City, Streets Ahead and other direct communications with residents, and the other two people work on press releases, communications strategies and all aspects of media relations. The proposal is to reduce one of the jobs to four days a week.	8.00	8.00	8.00
CXLDS5	<u>HR Subscriptions Budget</u> Savings identified from a number of HR subscription budgets.	8.00	8.00	8.00
CXLDS6	<u>Flexible Benefits</u> Reduction of half of the current expenditure budget and income generated from the production of an in-house benefits publication for all employees in which advertising space is sold, covering the production charges. This would be in addition to a free local government national discounts provider.	5.00	10.00	10.00
CXLDS7	<u>General reduction in Policy, Improvements & Equalities Budgets</u> Reduction in running costs from combined teams in the service plan area.	6.00	6.00	6.00
CXLDS8	<u>Additional income for Legal Services</u> Increase Legal Charges for undertaking S106 agreements to developers from £500 to £750.	5.00	5.00	5.00
CXLDS9	<u>Admin Restructure in Democratic Services</u> Savings resulting from minor restructure across Democratic Services. The proposal is to delete 1 Democracy Officer post (Sc4/SO2) and replace it with a Democratic Services Officer (Sc4/5) and reducing the hours of existing f/t Member Support Officer to 3 days per week.	8.00	8.00	8.00
CXLDS10	<u>Legal Services - reduction in book budget</u> By utilising on-line reference material it should be possible to reduce the budget for books and training within legal services.	6.00	6.00	6.00
CXLDS11	<u>Review of Scrutiny miscellaneous budgets</u> Reduction In supplies and services budgets within scrutiny services.	2.00	2.00	2.00
Total Savings		253.00	258.00	224.00
One-off Savings Total		0.00	0.00	0.00

Chief Executives Department Fees and Charges 2008/09

Annex 4

HIRE OF MANSION HOUSE

	Charge 2007/08	Proposed Charge 2008/09	% Increase over 2007/08
	£	£	%
Exclusive hires. Daily rate (external customers)	1,000	1,050	5.00
York Based Community Groups & Partnerships			
State room hourly rate	47.00	49.50	5.32
Dining Room hourly rate	37.00	39.00	5.41
Blue Room hourly rate	26.00	27.00	3.85
Internal hires- other CYC depts.			
State room hourly rate	45.00	47.50	5.56
Dining Room hourly rate	35.00	37.00	5.71
Blue Room hourly rate	25.00	26.00	4.00
Tours			
House tours per person	5.00	5.00	0.00
House tours - concessions per person	4.00	4.00	0.00
Silver Tours per person	7.95	9.00	13.21

HIRE OF GUILDHALL

	Charge 2007/08	Proposed Charge	% Increase over 2007/08
	£	£	%
Monday - Friday			
Morning	65.00	71.50	10.00
Afternoon	65.00	71.50	10.00
Evening	115.00	126.50	10.00
All Day	210.00	231.00	10.00
Saturday			
Morning	100.00	110.00	10.00
Afternoon	100.00	110.00	10.00
Evening	150.00	165.00	10.00
All Day	300.00	330.00	10.00
Sunday			
Morning	120.00	132.00	10.00
Afternoon	120.00	132.00	10.00
Evening	170.00	187.00	10.00
All Day	340.00	374.00	10.00
Council Chamber			
Per session (4 hours)	100.00	110.00	10.00
Committee Rooms			
Per session (4 hours)	47.00	51.70	10.00

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CHIEF EXECUTIVE'S DIRECTORATE
Revenue Budget Options for Consultation

Annex 5

Ref	Brief Description	Net Cost 2007/08 £(000)	Full Year 2008/09 £(000)	Full Year 2009/10 £(000)	One- Off
CXIG3	<p><u>Additional Resources in Equalities</u></p> <p>Additional resources (18 month programme) are required to support delivery of key elements of the Council's equality strategy and ensure that the Council meets it's statutory equality duties. These resources are urgently required to undertake work which will help to reduce inequality within the city and help the Council to better understand and respond to the needs of the city's minority communities. In this respect, as well as the need to undertake urgent community outreach work, there is a pressing need to improve the Council's systems for undertaking equality impact assessments and collecting, analysing and making use of equality performance information. A significant amount of work is also required to respond to recently strengthened equalities legislation - in particular the duty to promote gender equality.</p>	37.00	18.00	0.00	✓

Recurring Bids Total 0.00 0.00 0.00

One-off Bids Total 37.00 18.00 0.00

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Capital Budget - 2007/08 to 2010/11**Gross Expenditure by Department**

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
Children's Services	100,025	40,740	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	55,979	19,807	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	694	452	0	0	2,941
Resources	49,254	6,559	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	646	205	205	205	2,632
Total by Department	274,783	93,618	46,839	79,440	37,236	18,413	274,783

Total External Funds by Department

Children's Services	90,522	38,239	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0
Housing	53,831	17,859	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	361	0	0	0	1,496
Resources	31,921	3,652	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	405	0	0	0	728
Total External Funds by Department	217,010	73,321	36,475	57,235	33,753	16,226	217,010

Total CYC Funding required by Department

Children's Services	9,503	2,501	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	2,148	1,948	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	452	0	0	1,445
Resources	17,333	2,907	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	205	205	205	1,904
Total Capital Receipt Funding required	57,773	20,297	10,364	22,205	3,483	2,187	57,773

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Executive Members for City Strategy and Advisory Panel**14 January 2008**

Joint Report of the Director of City Strategy and the Director of Resources

Economic Development Revenue and Capital Budget Estimates 2008/09**Summary**

- 1 This report presents the 2008/09 budget proposals for Economic Development. It includes:
 - the revenue budget for 2007/08 (Annex 1) to show the existing budgets
 - the budget adjusted and rolled forward from 2007/08 into 2008/09
 - the provisional allocation of pay and price increases for the portfolio
 - officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
 - fees and charges proposals (Annex 4)
 - other revenue budget options for consultation (Annex 5)
 - the existing approved capital programme (Annex 6)
 - options for new capital schemes (Annex 7).
- 2 Budget Council will be held on 21 February 2008 and will make decisions on the overall budget for the Council. Proposals for savings/growth currently being considered by the individual EMAP meetings will not result in a balanced budget and the Executive Leaders will also have to consider other options. Options relating to this portfolio are shown in Annexes 5 and 7. In order to facilitate the decision making process the Executive are meeting on 12 February 2008 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.
- 3 The Executive Leader is therefore asked to consider the budget proposals included in this report and identify their preferences after considering the proposals in Annexes 2 and 3 which will be considered by the Executive as part of the consultation exercise. In particular Member advice is sought on the items listed for consultation in Annexes 5 and 7, which at present do not currently form part of the intended budget, but which may need to (see paragraph 2). EMAP is invited to provide comments on the budget proposals in this report.

Background

- 4 The Council's Financial Strategy was adopted by the Executive on 11 September 2007. This paper is the result of ongoing work against this agreed framework.
- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2008/09 indicated that the government has transferred £2.626m from service specific grants into the general (Revenue Support) grant. Formula damping, by which the government try to ensure that there is a limit to large gains/losses to Council's from formula changes, is still in force. The proposed funding positions are that in real terms general grant will increase by £1.39m (3.63%) in 2008/09, £1.17m (2.75%) in 2009/10 and £1.11m (2.56%) in 2010/11.
- 6 It should be noted that this is a *provisional* settlement, and, as such, it is likely to change following consultation. As it is a three-year settlement it is likely that the large grant losers who have significant resources at their disposal will be lobbying hard for changes to be made in their favour. It is also likely that there may be errors/changes to the data used by the DCLG when the final settlement is announced.

Budget Proposals for Economic Development

- 7 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

Table 1 - Summary of Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	8	2,235
Provisional allocation for pay increases	9	67
Provisional allocation for price increases	10	4
Other Budget Pressures:	11-13	
Superannuation increase		7
Staff Increments		9
Full year effect of 2007/08 savings items	14-15	10
Service Pressure proposals (Annex 2)	16-17	43
Savings proposals (Annex 3)	18-20	-93
Proposed Budget 2008/09		2,282

Base Budget (£2,235k)

- 8 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2007/08, e.g. supplementary estimates.

Provisional Pay Inflation (£+67k)

- 9 These calculations are based on a pay increase for APT&C of 2.5%. The negotiations for the 2008/09 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (+£4k)

- 10 The budget proposes that, due to the underlying low rate of inflation, there is a general price freeze on most budgets. The amount allowed for price inflation is to fund known price increases, e.g. contract payments. Increases for fees and charges are included in the savings proposals.

Other Budget Pressures (+£16k)

- 11 These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.
- 12 Staff increments for the year are calculated at £9k. This excludes increments for staff funded by external income/grants.
- 13 The triennial valuation of the Council Pension Fund is recommending an increase to employer superannuation contributions. The increase of £7k is based on a superannuation rate of 18%.

Full Year Effect of 2007/08 Saving Items

- 14 Several saving items were approved in 2007/08 where there is either a full year cost or a non-recurrence in 2008/09.
- 15 The costs shown in Table 2 below represent the additional funds needed in 2008/09

Table 2 - Full Year Costs of 2007/08 Savings

	£'000
Additional Costs due to one-off Savings in 2007/08	
Science City York – one off saving in 2007/08 to re-profile CYC contribution for the four year Science City programme.	10
Total Full Year Costs	10

Service Pressures (£+43k)

- 16 In the Finance Strategy report to the Executive on 11 September 2007 a sum of £7.828m was included as the estimated amount that would be needed to meet increasing demand for services and to allow for reprioritisation of service provision.
- 17 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for Economic Development. The proposals put forward are the result of a

rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.

Savings Proposals (£-93k)

- 18 Members will be aware that the 2007/08 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2008/09 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;
- improve quality and efficiency
 - take advantage of ongoing service and/or Best Value reviews
 - generate income
 - address budgetary underspends
 - improve cash flow and interest earnings
 - generate savings from the technical and financial administration functions of the Council
- 19 In addition to the initiatives above the list of savings also includes proposals to increase fees and charges (see also section below). Generally these are increasing by 2.5% but this is varied by directorates as they are affected by national constraints/requirements.
- 20 Annex 3 shows the full list of savings proposals for the Economic Development portfolio.

Fees and Charges

- 21 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. The fees and charges for this portfolio relate to Newgate Markets and specialist markets. The additional income raised by the price increases will be used to offset the current budget shortfall.

Capital Programme

- 22 The Council's existing capital programme is shown at Annex 6.
- 23 The resources to fund new capital schemes are limited. Overall the existing programme is anticipated to generate a small receipts surplus of £0.6m, however, it is unlikely that there will be any new major receipts as all surplus land holdings have either been sold or are earmarked to be sold for existing commitments. A maximum of £1.25m is expected to be available for new schemes as part of the 2008/09 – 2010/11 programme, which if fully committed, leaves no contingency if sales are not made at their expected values. Against this background Officers have prepared a list of possible schemes to be considered for this portfolio. These are shown at Annex 7.

Consultation

- 24 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options

- 25 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 5 and 7.

Analysis

- 26 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

- 27 The Economic Development Service supports the Council's corporate priority to improve the economic prosperity of the people of York with a focus on minimising income differentials. The budget proposals regarding savings within Science City York and Future Prospects are put forward on the basis that these are one-off due to funding regimes and income generation. As such, the budget proposals are not intended to negatively impact on current activity to achieve the corporate priority regarding economic prosperity.

Implications

- 28 The implications are:
- **Financial** - the financial implications are dealt with in the body of the report.
 - **Human Resources** – there are no HR implications to the proposed growth or savings proposals.
 - **Equalities** - there are no equality implications to this report.
 - **Legal** - there are no legal implications to this report.
 - **Crime and Disorder** -there are no specific crime and disorder implications to this report
 - **Information Technology** - there are no information technology implications to this report.
 - **Property** - there are no property implications to this report
 - **Other** -there are no other implications to this report

Risk Management

- 29 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.

- 30 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

- 31 The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 32 The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 33 The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 34 The Executive Member Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 35 The Executive Leader is invited to consider whether the budget proposals are in line with the Council's priorities.
- 36 The Executive Leader is asked to consider the budget proposals for consultation for Economic Development for 2008/09 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 12 February 2008.
- 2008/09 Base budget as set out in paragraph 8;
 - Service Pressure proposals as set out in Annex 2;
 - Savings proposals as set out in Annex 3;
 - Fees and Charges proposals as set out in Annex 4;
 - Other Revenue Budget Options for Consultation as set out in Annex 5;
 - Options for New Capital Schemes in Annex 7.

Reason: As part of the consultation for the 2008/09 budget setting process.

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Specialist Implications Officer(s) Finance – Report Author

Wards Affected: *List wards or tick box to indicate all* **All** ✓

Background Working Papers

Reports to individual EMAP meetings

Annexes

- Annex 1 - 2007/08 Budget
- Annex 2 - Service Pressure Proposals
- Annex 3 - Savings Proposals
- Annex 4 - Fees and Charges
- Annex 5 - Other Revenue Budget Options for Consultation
- Annex 6 - Existing Capital Programme
- Annex 7 - Options for new capital schemes

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ECONOMIC DEVELOPMENT**SERVICE PLAN****SUMMARY**

<u>DETAILED EXPENDITURE</u>		<u>COST CENTRE EXPENDITURE</u>	
DETAIL	2007/08 BASE BUDGET £'000	COST CENTRE	2007/08 BASE BUDGET £'000
Employees	2,708	Economic Development	2,235
Assets & Premises	329		
Transport	32		
Supplies And Services	1,479		
Miscellaneous	37		
Recharges	773		
Capital Financing	252		
Gross Expenditure	5,610		
Income	(3,375)		
NET EXPENDITURE	2,235	NET EXPENDITURE	2,235

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ECONOMIC DEVELOPMENT
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
a) Service Pressures assumed within the report					
CSIG6	<u>Reduction in Income at Newgate market</u> Newgate market in common with outdoor markets nationally is in structural decline and is unable to meet its target income. The decline has been apparent over a number of years. In 2006/07 the deficit totalled £34k. The level of proposed growth along with fees and charges increase should allow the budget to be in balance.	20.00	20.00	20.00	
CSYG8	<u>Leeds City region Secretariat</u> The costs of providing a secretariat function for the Leeds City Region has so far been borne entirely by Leeds City Council. The Leaders Board having already agreed a funding formula based on population levels. CYC contribution to the total cost is £23k.	23.00	23.00	23.00	

Recurring Bids Total	43.00	43.00	43.00
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One-off Bids Total	0.00	0.00	0.00
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b) Other Service Pressure options

CSIG14	<u>City Region Co-ordination Officer</u> The Leeds City Region is moving forward at an increased pace. The proposals was to employ a co-ordinator to oversee all the initiatives influenced at the City Region level.	32.00	32.00	32.00	
CSIG15	<u>Additional funding for York Credit Union</u> Request for funding from York Credit Union to support future expansion of the service	10.00	10.00	10.00	
CSIG16	<u>Increase to Voluntary Sector Grants</u> Additional funding to cover inflation (£8k), increased rent at Citizens Advice Bureau (£5k) and support to Older Persons Advisory Service (£7k).	20.00	20.00	20.00	

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Ref	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	<u>Savings proposals assumed within the report</u>			
CSMS6	<u>Science City York</u> One-off saving for 2008/09 due to a review of external grant funding and income generated	50.00	0.00	0.00
CSMS7	<u>Reduction in contribution to Future Prospects</u> One-off saving for 2008/09 following a review of reserves generated by Future Prospects. This will allow a reduction without impacting service levels.	20.00	0.00	0.00
CSMS*	<u>Saving in Regional Government Arrangements</u> Management Challenge set to reduce partnership costs across the council to fund Leeds City Region secretariat	23.00	23.00	23.00

Recurring Savings Total **23.00** **23.00** **23.00**

One-off Savings Total **70.00** **0.00** **0.00**

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**2008/09 ECONOMIC DEVELOPMENT BUDGET
CITY CENTRE MARKET FEES & CHARGES PROPOSALS**

STALL LOCATION AND TYPE	2007/08	2008/09		
	Charge £	Proposed Charge £	Increase over 2007/08 %	Effect on Total Income £
<u>Newgate Market</u>				
SUNDAY				
(Easter to Christmas - 40 weeks)				
Prime Stall	18.00	19.00	5.6	960
Standard Stall	13.00	14.00	7.7	1,640
Standard Stall as 3rd Stall	8.50	9.00	5.9	80
Jubbergate				
Jubbergate - Middle Sites	19.00	20.00	5.3	320
Jubbergate - Prime Sites	20.50	21.00	2.4	80
Barrow/Space (End)	15.00	15.50	3.3	20
Barrow/Space (Inner)	13.00	13.50	3.8	20
				3,120
MON				
Prime Stall	18.00	18.50	2.8	950
Standard Stall	13.00	13.50	3.8	970
Jubbergate				
Jubbergate - Middle Sites	19.00	20.00	5.3	320
Jubbergate - Prime Sites	20.50	21.00	2.4	80
Barrow/Space (End)	15.00	15.50	3.3	60
Barrow/Space (Inner)	13.00	13.50	3.8	20
				2,400
TUE				
Prime Stall	18.50	19.50	5.4	1,910
Standard Stall	15.00	16.00	6.7	1,950
Jubbergate				
Jubbergate - Middle Sites	19.00	20.00	5.3	320
Jubbergate - Prime Sites	20.00	21.00	5.0	160
Barrow/Space (End)	15.50	16.00	3.2	60
Barrow/Space (Inner)	13.00	13.50	3.8	20
				4,420
WED				
Prime Stall	19.00	19.50	2.6	950
Standard Stall	15.50	16.00	3.2	970
Jubbergate				
Jubbergate - Middle Sites	19.50	20.00	2.6	160
Jubbergate - Prime Sites	20.50	21.00	2.4	80
Barrow/Space (End)	15.50	16.00	3.2	60
Barrow/Space (Inner)	13.00	13.50	3.8	20
				2,240
THUR				
Prime Stall	22.00	22.50	2.3	950
Standard Stall	17.50	18.00	2.9	970
Jubbergate				
Jubbergate - Middle Sites	22.00	23.00	4.5	320
Jubbergate - Prime Sites	23.50	24.00	2.1	80
Barrow/Space (End)	16.00	17.00	6.3	120
Barrow/Space (Inner)	13.50	14.00	3.7	20
				2,460

**2008/09 ECONOMIC DEVELOPMENT BUDGET
CITY CENTRE MARKET FEES & CHARGES PROPOSALS**

STALL LOCATION AND TYPE	2007/08	2008/09		
	Charge £	Proposed Charge £	Increase over 2007/08 %	Effect on Total Income £
FRI				
Prime Stall	22.00	23.00	4.5	1,910
Standard Stall	17.50	18.50	5.7	1,950
Jubbergate				
Jubbergate - Middle Sites	22.00	23.00	4.5	320
Jubbergate - Prime Sites	23.50	24.00	2.1	80
Barrow/Space (End)	16.00	17.00	6.3	120
Barrow/Space (Inner)	13.50	14.00	3.7	20
				4,400
SAT				
Prime Stall	26.00	27.00	3.8	1,910
Standard Stall	19.50	20.50	5.1	1,950
Jubbergate				
Jubbergate - Middle Sites	26.00	28.00	7.7	650
Jubbergate - Prime Sites	31.00	32.00	3.2	160
Barrow/Space (End)	18.50	19.00	2.7	60
Barrow/Space (Inner)	14.50	15.00	3.4	20
				4,750
TOTAL ADDITIONAL INCOME (NEWGATE)				23,790
Event Markets				
Easter Fayre Market	65.00	70.00	7.7	450
Food & Drink Festival (Midweek Mon-Thurs)	40.00	40.00	0.0	0
Food & Drink Festival (Weekend Frid-Sun)	80.00	80.00	0.0	0
St Nicholas Fayre - Parliament Street	105.00	110.00	4.8	1,040
St Nicholas Fayre - Kings Square/Coppergate	50.00	50.00	0.0	0
Misc. Events (Farmers, York's Day ,Cont. etc)	various			
TOTAL ADDITIONAL INCOME (EVENT MARKETS)				1,490
CASUAL MARKET TRADERS - proposed £1.00 levy				
Parking Waivers (applicable during footstreet hours)	20.00	20.00	0.0	0
TOTAL OVERALL ADDITIONAL INCOME				25,280

ECONOMIC DEVELOPMENT
BUDGET OPTIONS FOR CONSULTATION

Annex 5

Ref	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	<u>Savings Option for Consultation</u>			
CSHS6	york-england.com Withdraw the council contribution of £30k to the sub regional inward investment agency. York-england.com as well as providing an effective gateway to potential new investors also carry out an important key account management function with existing York businesses. They are currently funded from Yorkshire Forward and North Yorkshire County Council - a loss of £30k from CYC would be a significant % of its funding and could threaten their future liability. Loss of the service would impact the Economic Development Service as they would need to undertake some of the roles.	30.00	30.00	30.00
Recurring Savings Total		30.00	30.00	30.00

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Capital Budget - 2007/08 to 2010/11**Gross Expenditure by Department**

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
Children's Services	100,025	40,740	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	55,979	19,807	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	694	452	0	0	2,941
Resources	49,254	6,559	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	646	205	205	205	2,632
Total by Department	274,783	93,618	46,839	79,440	37,236	18,413	274,783

Total External Funds by Department

Children's Services	90,522	38,239	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0
Housing	53,831	17,859	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	361	0	0	0	1,496
Resources	31,921	3,652	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	405	0	0	0	728
Total External Funds by Department	217,010	73,321	36,475	57,235	33,753	16,226	217,010

Total CYC Funding required by Department

Children's Services	9,503	2,501	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	2,148	1,948	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	452	0	0	1,445
Resources	17,333	2,907	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	205	205	205	1,904
Total Capital Receipt Funding required	57,773	20,297	10,364	22,205	3,483	2,187	57,773

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Options for New Capital Schemes

Ref	Scheme Name	Scheme Summary	Gross Costs			CYC Costs		
			2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000
CS12	Visitor Information Centre	Relocation of the City Centre Visitor Information Centre (VIC) from the De Grey Rooms to former Council office buildings on the corner of Blake Street and Museum Street. As the new location, the partners have commended for further investigation the former offices on the corner of Blake Street and Museum Street, adjacent to Ask. This was agreed by City Strategy EMAP on 10 September. Proposals for the service include: a ground floor visitor information facility, including accommodation booking, event ticketing service, call centre and managers' office, retail and display space to showcase regional attractions and produce, and first floor accommodation with potential as offices for the newly formed York Tourism Partnership or a possible public facility.	100	0	0	100	0	0

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Meeting of Executive Members for City Strategy & Advisory Panel

14th January 2008

Report of the Director of People & Improvement

Chief Executive's 2008/09 Service Plans

Summary

- 1 This report presents the 2008/09 Service Plans for the Chief Executive's Directorate. Members are asked to note and comment on the content of the plans and to consider how these might influence any budget considerations outlined in the directorate's 2008/09 revenue budget report.

Executive Summary

- 2 As part of the service planning process, the directorate looks ahead to identify drivers of future challenges. This year has highlighted a major programme of change, both from the government and at corporate level.
- 3 One of the most significant 'drivers' for the directorate, and the authority as a whole, is to respond to the successful delivery of the refreshed Corporate Strategy with its 14 priorities, and in particular for the directorate, to help support the delivery of the Organisational Effectiveness Programme (OEP).
- 4 The directorate will consult with priority champions as part of the directorate business planning process in order to ensure that the directorate focuses its resources in the key areas for improvement. Prioritisation will be essential in helping to manage the delivery of the challenging programme of work ahead.

Background

Changes to Service Plans

- 5 Following a recent review to improve service planning across the authority, three key changes have been agreed:
- 6 Directorate Planning – the development of Directorate Business Plans. This will play an important strategic role in consolidating improvement across the directorate and will provide an overall picture of the directorate and its intended direction of travel over the medium term.
 - Streamlined Template – Service Plans have been simplified and reduced to just six sections:

- a. Service Description and Objectives
 - b. Service Drivers
 - c. Critical Success Factors (CSFs)
 - d. Links to Corporate Priorities
 - e. Balanced Scorecard and measures and targets
 - f. Resources – staff and budget
- One Service Plan – only one version of a service plan is required this year, as opposed to the two staged process utilised last year. However, should there be significant changes as a result of the budget proposals for 2008/09, or requirements to provide additional, specific support for a corporate priority, then these will be required to be brought back to Members in March.
- 7 Although no longer forming part of the main service plan document, operational risks and cross-cutting improvements relating to equalities, Gershon and competitiveness are considered as part of the overall service planning process and a separate template is completed to capture this information for monitoring purposes throughout the year. Key actions from this will be included in individual service plans and brought together into a Directorate Business Plan.

Chief Executive's Service Plans and Directorate Business Plan

- 8 The Chief Executive's 2007/08 Service Plans can be found in Annexes 1-4 attached.
- Annex 1 - Policy, Improvement & Equalities
 - Annex 2 - Human Resources
 - Annex 3 - Marketing & Communications
 - Annex 4 - Civic, Democratic & Legal Services (inc. Scrutiny)
- 9 The Service Plans provide members with a snapshot of service planning issues facing Chief Executive's over the next 1-3 years. Hopefully, this planning information will be useful when considering the 2008/09 budget proposals elsewhere on this agenda. The financial information contained within the Directorate's Service Plans is based on the 2007/08 budget, pending the approval of the 2008/09 budgets.
- 10 The performance measures contained within the Directorate's Service Plans are based on measures which currently best support monitoring of the service plans. However, these measures may change pending a corporate review of all measures following the introduction of the new National Indicators which are replacing Best Value Performance Indicators (as proposed by the Government's Communities & Local Government Department).
- 11 Chief Executive's Directorate Management Team have recently held workshops to develop a Directorate Business Plan and also review its current performance measures to support the service planning process. This document is planned for completion in February/March 2008 and will set out the direction of the Chief Executive's Directorate over the medium term, whilst also drawing together the directorate's current service planning objectives and priorities, and a number of cross cutting issues.

12 It is from this document that the annual cycle of performance monitoring will be reported upon to future EMAP's in September, December and as a year end report in June.

Key Challenges

13 Each year our planning process looks ahead to future 'improvement' and 'delivery' challenges that the directorate is facing. This year in particular, has highlighted a major programme of change, both from the government and at the corporate level of the Council. Specific areas include:

- The need for the Council to make stepped improvements on equalities, absence and health and safety.
- The delivery of the Organisational Effectiveness Programme, which will be updated in April 2008 once the Comprehensive Performance Assessment (CPA) process has been completed.
- Responding to changes set out in the *Local Government and Public Involvement in Health Act*, which represents one of the government's most ambitious legislative changes since best value was introduced in 1999. Key areas of change include a new performance framework, moving from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA), and the need to prioritise community cohesion across the city.
- Changing the way we consult and involve our customers, providing them with more opportunity for them to help shape York's future. This also links to improvements we need to make in relation to the way we manage the Council's reputation.
- Continuing implementation of Pay and Grading.

14 To be able to meet the above challenges, it is necessary to prioritise resources. However, in some instances, for example, equalities, due to the scale of the work required, it will be difficult to meet all these requirements with existing capacity. Requests for additional resources have been made to address these gaps and these are set out for members consideration in the directorate's 2008/09 revenue budget report.

15 Below is a summary of the Critical Success Factors (CSFs) which have been identified for 2008/09 for each service area, and are the actions considered critical in terms of dealing with key issues and/or delivering improvement:

Policy, Improvement & Equalities:

CSF for 2008/09	Why Critical?
<p>CSF1:Ensuring that the Council responds effectively to the challenges and opportunities set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper</p>	<p>The team needs to take a key role in ensuring an effective and proactive response to the challenges set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper, in particular, in relation to the development of the new performance management framework (CAA)</p>

Policy, Improvement & Equalities (Continued)

CSF for 2008/09	Why Critical?
CSF2: Take a key role in ensuring the embedding and delivery of the refreshed corporate strategy, in particular in relation to the delivery of the four values via the OEP	Failure to do this will have a negative impact of the Council's ability to sustain delivery of excellent services. Delivery of the council's vision underpins the long-term sustainability of the Council and makes a significant contribution in a citywide context. It will also impact on future assessments under CAA.
CSF3: Responding effectively to the outcomes of the 2008 CPA corporate Inspection process	Failure to respond effectively to the outcomes of the CPA process, and integrate key findings into our improvement plans, will have a negative impact on the outcome of future assessments under CAA.
CSF4: Responding effectively to the equalities agenda through the development of a new equality strategy – a key part of which helps ensure that the Council meets its statutory equality duties	Development and delivery of an updated equality strategy (for 2008 – 2011) will be vital in ensuring that the council meets its statutory equality duties whilst at the same time making progress in delivering its aspiration to embed equalities culture within the council.

Human Resources (HR):

CSF for 2008/09	Why Critical?
CSF1: Clarify and agree the role and scope of the HR service within the Council, realigning the delivery model and resources as necessary.	To ensure the HR service is aligned to organisational needs and delivers what the organisation wants. To enable the HR service to support the Council's priorities.
CSF2: Design and implementation of the HR and Health & Safety infrastructure, which will enable managers to improve levels of attendance.	Increase in productive time. To ensure compliance with H&S legislation and reduce accidents and near misses. To allow flexible and new ways of working across the Council.
CSF3: Implementation of a fair and Equitable pay and grading structure and a modern flexible reward system.	To protect the Council against equal pay claims. To ensure the Council is able to respond effectively to changing demands.

Marketing & Communications:

CSF for 2008/09	Why Critical?
CSF1: Write and implement external communications strategy incorporating the issue of reputation and reflecting the priorities and values of the corporate strategy.	There is a gap between the public's broadly positive perception of services and less positive perception of the corporate council.
CSF2: Write and implement an internal communications strategy to ensure staff understand their role in the 'golden thread' and the council is able to communicate essential information effectively to staff.	The projects that will require great organisational change such as the accommodation review and the pay and grading review will need communicating in 08/09.
CSF3: Write and implement a consultation strategy, which will ensure that the needs and requirements of the council's customers are understood through effective research and consultation.	In order to understand their needs the m&c research team conduct corporate research and are well placed to offer advice and support to directorates in other consultation.

Civic, Democratic & Legal Services (incl. Scrutiny):

CSF for 2008/09	Why Critical?
CSF1: Seeking Member Development Charter status and accreditation	To establish a recognized framework and guiding principles for developing & training Members
CSF2: Making available 'help' manuals to Council staff & Members covering the: <ul style="list-style-type: none"> • Decision making process • Constitution • Committee Management System 	To help staff & Members understand the processes involved efficiently.
CSF3: Introduction of revised scrutiny tools and practices in response to the Local Government and Involvement in Health Act 2007	To evidence the requirements in the Local Government and Involvement in Health Act 2007 in relation to Councillor Call for Action and extended partnership scrutiny.

Consultation

- 16 The Chief Executive and the Directorate's Management Team have approved the attached service plans. Priority Champions will be consulted on specific actions to support the Corporate Strategy as part of the directorate business planning process.

Options and Analysis

- 17 There are no specific options for members to consider in this report.

Corporate Priorities

- 18 The Chief Executive's department has a major role to play in the programme management, co-ordination and delivery of the Organisational Effectiveness Programme. A significant number of key actions (in particular in relation to the CYC Leadership priority) have been identified for the Policy, Improvement & Equalities Team. The directorate, via its service planning, will therefore make a significant contribution to the overall delivery of the Corporate Strategy over the next three years.

Implications

- 19 **Financial** – The Chief Executive's 2008/09 revenue budget report should be read in conjunction with this report, which identifies the need for additional resources to address gaps in capacity to meet those areas which have greater demands due to the scale of the work required.
- 20 **Human Resources (HR)** The major focus of these service plans is on supporting the improvement of the corporate contribution to meeting the Council's priorities and to support the Council's CPA rating. As such the main HR implications are contained within the body of this report.
- 21 **Equalities** – The delivery of the key parts of the OEP and the Council's 3 year Equality Strategy are closely linked – in particular to the priorities relating to CYC leadership and customer focus.
- 22 **Legal** – There are no legal implications.
- 23 **Crime and Disorder** – There are no crime and disorder implications.

24 **Information Technology (IT)** – There are no IT implications.

25 **Property Implications** – There are no Property implications.

26 **Other** – There are no Other implications.

Risk Management

27 In compliance with the Council's risk management strategy, there are no risks associated with the recommendations of this report.

Recommendations

28 That the Advisory Panel advise the Executive Leader to note and comment on the Chief Executive's 2008/09 Service Plans

Reason: To inform the budget process alongside the Directorate's service planning.

Contact Details

Author:

Sandra Herbert
Business & Performance
Manager
Chief Executive's
Tel. No. 552014

Chief Officer Responsible for the report:

Heather Rice
Director of People & Improvement

Report Approved



Date 27.12.2007

Wards Affected:

All



Specialist Implications Officers:

Implication: Finance

Patrick Looker
Finance Manager
City Strategy
Tel No. 551633

**Implication: Human
Resources**

Chris Tissiman
Head of Human Resources
Chief Executive's
Tel No. 551715

Implication: Equalities

Kevin Banfield
Head of Policy,
Improvement & Equalities
Chief Executive's
Tel No. 551723

Background Papers:

CYC Service Planning Guidance and Templates (2008-2011)

Annexes – Service Plans relating to:

Annex 1 – Policy, Improvement & Equalities

Annex 2 – Human Resources

Annex 3 - Marketing & Communications

Annex 4 - Civic, Democratic & Legal Services (incl. Scrutiny)



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Policy, Improvement & Equalities Team

Directorate: Chief Executive's

Service Plan Holder: Kevin Banfield

Workplans: Policy, Improvement & Equalities Teams

Director: Director of People and Improvement -
Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: The service

Service Description

The Policy, Improvement & Equalities Team provides key support to the Council's political and managerial leadership and senior managers under three broad headings:

- Policy Development
- Improvement, corporate planning & corporate performance management
- Equalities

Our purpose is to help ensure that the Council to respond effectively to the government's overall modernisation agenda. The team provides the lead in ensuring that national and legislative policy initiatives are interpreted, developed and implemented to reflect local priorities and circumstances. It has a lead role in helping the Council to develop and achieve its strategic ambitions by promoting continual improvement, equality and encouraging an overall performance management culture, which encompasses strategic and service planning. Key areas of service delivery are:

- Corporate horizon scanning and research, corporate policy development
- Identifying key national, regional and local developments that have corporate significance and assessing their implications for the Council.
- Leading corporate strategic planning and prioritisation processes, including the development and publication of the Council's corporate strategy.
- Leading the process of improving the Council's organisational effectiveness and its organisational culture through delivery of the Organisational Effectiveness Programme (OEP)
- Taking a lead role in embedding continuous improvement throughout the Council to improve customer service, reduce waste and increase the council's efficiency
- Taking the lead role in creating an equalities "culture" within the Council
- Taking the lead in helping the Council to improve the way its plans so it is more integrated, joined-up and supports the effective delivery of the Council's priorities. Linked to this, taking a lead role in improving the way that the Council monitors and reports on performance
- Playing a key part in helping the Council to achieve successful inspection outcomes – in particular in relation to Comprehensive Performance Assessment (CPA)

Service Objectives

Our service objectives are:

- To support corporate leadership to develop innovative strategies and policies for the Council
- To ensure we have clients who are confident that we strive to exceed expectations and innovate in response to their needs.
- All of our clients use systematic processes that integrate learning and improvement.
- Corporate leaders act strategically and behave in a way that actively supports the routine improvement of services and the development of the people who deliver them.
- The continual improvement of services is seen as a priority and staff are given the time, opportunity and supportive environment in which to do so.
- We have a robust performance management system and culture in place, which drives customer focused improvement within CYC and across partner organisations.
- Key projects are robustly programme managed and use systematic process improvement methods to sustain a cycle of improvement.
- Equalities are visibly at the heart of the above outcomes

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <p>Responding to CSR07 and the Local Government and Public Involvement in Health Act</p> <ul style="list-style-type: none"> • New performance framework (including national indicator set) • Transition from CPA to Comprehensive Area Assessment (CAA). • CYC as a strategic leader and place-shaper. • Stronger cities and regions. • Community cohesion. <p>Taking forward Equalities Agenda</p> <ul style="list-style-type: none"> • Major change in BME population in York (now 3rd highest proportional increase in England). BME population has increased from 4.9% to 6.1% between 2001 and 2003. York is making shift from being a predominantly white city to becoming a multi-racial city. • Strengthening of equality related legislation in relation to race, disability and gender. With further legislative changes due in the next 12/18 months in relation to age, sexual orientation and religion. 	<p>This team will play a key role in implementing and progressing key parts of the Act. And will play a key role in reviewing the changes and developing new policies, procedures and arrangements to make transitional changes across the organisation.</p> <p>The increase in BME and community cohesion are inextricably linked. We need to decide what type of multi-cultural city we want to become (i.e. segregated or integrated) and manage the transition.</p> <p>The team will play a key role in interpreting and helping the Council to meet its statutory duties. The Council is already behind in this area, so a concerted effort, and leadership commitment, is required to ensure that the Council; and in a wider context the citizens of York, are protected and treated fairly and equitably.</p>	<p>CSR07 and the Local Government and Public Involvement in Health Act</p> <p>Pride in Our Communities 2005 2008 (Equality Strategy)</p> <p>Equality Legislation</p>
<p>Corporate drivers</p> <p>Delivery of Corporate Strategy and, as part of it, delivery of the Organisational Effectiveness Programme (OEP) including:</p> <ul style="list-style-type: none"> • Delivery plans for 10 service priorities, and 4 values • Development of new corporate performance framework to ensure that delivery of the corporate strategy can be tracked by CMT/Executive • A range of actions to ensure that the corporate strategy is embedded • Effective programme management of the OEP • Taking a key role in ensuring that decisions made by the Council contribute to delivering the vision 	<p>This team has a major role to play in the programme management, co-ordination and delivery of the corporate strategy and as part of it, the OEP. A significant number of key actions, in particular in relation to the CYC Leadership priority, are due to be delivered by this team.</p>	<p>Corporate Strategy 2007-2011</p> <p>Organisational Effectiveness Programme 2007 - 2011</p>

<p>Responding to outcomes of CPA corporate inspection (taking place Jan/Feb 2008)</p> <p>Leading the process of re-refreshing the Corporate Strategy so that it aligns completely with the new Sustainable Community Strategy</p>	<p>The outcome of the CPA process will strongly influence our improvement plans for the future. The improvements identified from this process will need to be prioritised alongside other improvements (e.g. those already in the OEP), improvements required for the CAA process and thereafter form the basis of a refresh and updating of the Council’s key improvement plans.</p> <p>This will need to further develop, design, prepare for and co-ordinate a series of strategic planning events in May- June 08 – and require close collaboration with City Strategy.</p>	<p>CPA 2008 Corporate Inspection CAA Organisational Effectiveness Programme</p> <p>Corporate Strategy 2007 – 2011 SCS April 2008</p>
<p>Directorate drivers</p> <p>Ensuring strategic alignment to ensure that, based on limited overall resources:</p> <ul style="list-style-type: none"> • The priorities for the directorate and • The way that the directorate is organised • Most effectively support the long-term vision and ambitions of the Council and the city. 	<p>Supporting the Director of People and Improvement, and working with other service managers within the directorate, this team will play an important part in helping to develop a directorate business plan which most effectively helps align the directorate to support delivery of the refreshed corporate strategy</p>	<p>Directorate Busine Plan Corporate Strategy 2007 -2011 OEP</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
CSF1: Ensuring that the Council responds effectively to the challenges and opportunities set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper	The team needs to take a key role in ensuring an effective and proactive response to the challenges set-out in CSR07 and the Local Government and Public Involvement in Health Act the White Paper, in particular, in relation to the development of the new performance management framework (CAA)
CSF2: Take a key role in ensuring the embedding and delivery of the refreshed corporate strategy, in particular in relation to the delivery of the four values via the OEP	Failure to do this will have a negative impact of the Council's ability to sustain delivery of excellent services. Delivery of the council's vision underpins the long-term sustainability of the Council and makes a significant contribution in a citywide context. It will also impact on future assessments under CAA.
CSF3: Responding effectively to the outcomes of the 2008 CPA corporate Inspection process	Failure to respond effectively to the outcomes of the CPA process, and integrate key findings into our improvement plans, will have a negative impact on the outcome of future assessments under CAA.
CSF4: Responding effectively to the equalities agenda through the development of a new equality strategy – a key part of which helps ensure that the Council meets its statutory equality duties	Development and delivery of an updated equality strategy (for 2008 – 2011) will be vital in ensuring that the council meets its statutory equality duties whilst at the same time making progress in delivering its aspiration to embed equalities culture within the council.

Section 4: Links to corporate strategy

Priority	Contribution
This team has a significant contribution to make in relation to delivery of the vision in the corporate strategy: Key contributions include:	
Values	Actions contained in the Organisational Effectiveness Programme.
Strong Leadership (<i>improving leadership at all levels to provide clear, consistent direction to the organisation</i>)	<ul style="list-style-type: none"> Leading the implementation of the new performance framework (CAA) Mainstream priorities into performance monitoring and service plans Embedding the values through core processes such as performance management, service and directorate planning Helping define the implications of priorities and non-priorities Taking a lead role in ensuring alignment, and the “golden thread”, between the community strategy, corporate strategy, directorate plans and individual workplans
Improvement in everything we do (<i>Improve efficiency and reduce waste to free-up more resources</i>)	<ul style="list-style-type: none"> Provide key support in helping to align the improvement activity within the Council. As part of this helping to embed an improved and sustainable improvement approach throughout the Council Support delivery of yrs 2 and 3 efficiency review programme Support development and implementation of a data hub to help to more effectively co-ordinate collection, analysis and use of data to inform strategy, planning and service delivery
Deliver what our customers want (<i>improve our focus on the needs of customers and residents in designing and providing services</i>)	<ul style="list-style-type: none"> Help with better use of customer data to inform service design and improvement and assist in long-term planning of services Mainstream equality actions through service and equality improvement plans Improve customer input into perf management systems. Linked to this, Supporting review of customer first standards – so that they are better measures of customer satisfaction

Direction statements	Plans and strategies lead (or contributed to significantly) by PIET
<ul style="list-style-type: none"> • Promoting cohesive and inclusive communities • Being clear about what we will do to meet the needs of our communities, and then deliver best quality of services that we can afford • We will listen to communities and ensure that people have a greater say in deciding local priorities 	<ul style="list-style-type: none"> • Via equality strategy and equality policy • Via work supporting leadership value, in particular <ul style="list-style-type: none"> ○ Clarify about priorities and non-priorities ○ Performance management/strategic target setting ○ Matching capacity to ambition • Via work supporting leadership, customer and improvement values, in particular <ul style="list-style-type: none"> ○ Ensuring golden thread ○ Improving corporate and strategic planning so that it is long-term plans and strategies are informed by needs of customers and citizens ○ Developing and embedding data hub
<p>In addition, this team has a potentially important part to play in supporting champions to deliver the Council's 10 service related priorities. Work is currently being undertaken in conjunction with priority champions to scope and agree this support. The outcome of these discussions will shape the team's detailed work plans for the next 3 years.</p>	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures (to be reviewed during 08/09)				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Service specific measures				
Internal customer satisfaction levels with PIET services	Not currently measured	To be defined	To be defined	To be defined
% of avoidable contacts (NPI 14 from new indicator set)	Not currently measured	To be defined	To be defined	To be defined
Customer Actions				
Improvement action		Deadline		
Develop ways to better measure internal customer satisfaction levels with PIET support and advice – in particular in relation to (a) support to OEP (b) equalities advice (c) policy advice (d) performance management support (e) service improvement support		Develop measures and targets during q1 08/09		
Support customer champion in developing ways in which to accurately measure avoidable contact – and support initiatives to reduce number of avoidable contacts		Ongoing throughout 08/09		

Process based improvements

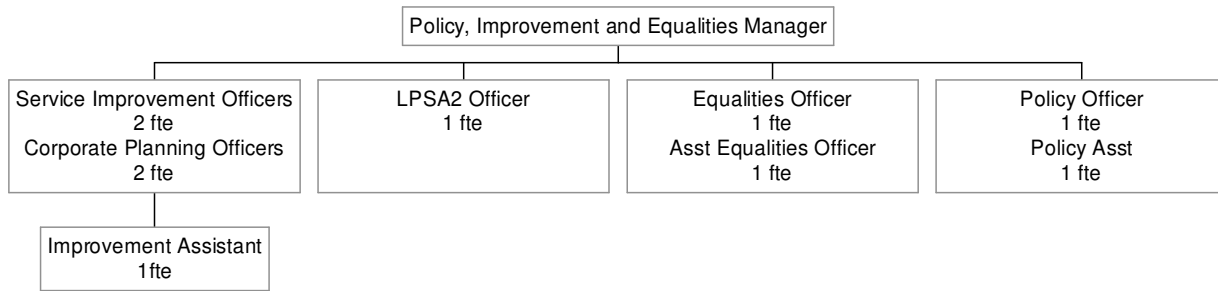
Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Corporate measures				
Maintain CPA corporate assessment rating as an input to CAA	3 star	3 star	N/a	N/a
Level achieved in relation to Equality Standard for Local Government (ESLG) (or equivalent)	Level 2	Level 2	Level 3	Level 4
Service specific measures				
% of PIET actions in OEP completed in accordance with planned timescales	Not measured	80%	85%	90%
Process Actions				
Improvement action		Deadline		
Ensure that improvement actions emerging from corporate assessment are integrated effectively into OEP		May 2008		
Ensure formal member approval for updated OEP		June 2008		
Ensure that the OEP is resourced, programme managed and delivered effectively (via OEP board) - and ensure that key actions for PIET are delivered		Ongoing throughout 08/09		
Develop, agreed and implement action plan to achieve Level 3 of ESLG including approval of new Equality Strategy for period 2008 to 2011		Strategy approved by June 08 (existing strategy comes to an end May 2008)		
Ensure that the PIET team is lead effectively – including the definition of clear priorities, effective performance and people management		Ongoing throughout 08/09		

Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Service specific measures				
% of agreed overall work objectives for PIET delivered within year (as agreed with DPI in annual appraisal)	Not measured	80%	85%	90%
Budget Spend	+0.4%	<100%	<100%	<100%
% of invoices paid within 30 days (BVPI 8)	95.34%	95%	96%	97%
% of employees having an appraisal	91.40% (06/07)	100%	100%	100%
No of days lost due to sickness absence per full time equivalent	4.14 (7 months)	8 days (Cex's)	8 days (Cex's)	8 days (Cex's)
No. of days lost for stress related illness. (CP13a)	0.44 (7 months)	1.4 (Cex's)	1.3 (Cex's)	1.2 (Cex's)
No of RIDDOR accidents amongst council staff	0	0	0	0

Resource Actions	
Improvement action	Deadline
Agree clear high-level objectives as part of annual appraisal	By March 08
Develop and agree specific workplans with all members of PIET in order to deliver agreed high level objectives	By April 08
Proactively manage PIET resources to meet high level objectives within overall budget provision for service	Ongoing throughout 08/09

Section 7: Resources



Current issues include need to restructure team to provide more management support to the head of service, strengthen key elements (such as policy) and contribute to the directorate's budget savings target. This process will also enable a number of temporary (fixed-term) staffing arrangements to be resolved.

Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000
Employees	424	<i>The financial information contained within this Service Plan is based on the 2007/08 budget, pending the approval of the 2008/09 budgets.</i>
Premises	-	
Transport	3	
Supplies and Services	123	
Miscellaneous	-	
- Recharges	131	
- Other	-	
Capital Financing	-	
Gross cost	681	
Less Income	(533)	
Net cost	148	

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

In addition, there will be ongoing monitoring of delivery of the OEP (which a significant number of PIE Team actions support). Progress reports on the OEP will also be presented to the Executive

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Service Plan Template for 2008/09 **(covering April 2008 – March 2011)**

Service Plan for: Human Resources

Directorate: Chief Executive's

Service Plan Holder: Chris Tissiman

Workplans: Human Resources

Director: Director of People and Improvement,
Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: The service

Service description

The Human Resources Department has a large customer base of approximately 10,000 employees and workers. The Department also supports the needs of the Corporate Management Team, OEP Champions, Corporate Operational Group, Chief Officers and Line Managers as well as Trade Unions, Partner Agencies and potential future council employees.

The service covers 4 main areas:

- *Corporate Development* – Leads the design, development and implementation of the corporate OD and HR framework to support the Council's corporate priorities. Delivers expert advice and guidance in specific areas, e.g. organisation development, change management, resourcing, workforce planning and learning and development.
- *Operational Partnering* – Leads the implementation of the Council's HR priorities, delivering customer focused first line operational HR support to Directors and managers. Contributes towards strategic policy development, bringing practical experience of the application of HR policies and procedures.
- *Business Development* – Leads the provision of a savings and efficiencies focus on HR processes, working in partnership and managing HR related supplier contracts. Develops and provides added value HR management information.
- *Health, Safety & Wellbeing* – Leads the provision of expertise and advice at corporate and directorate levels in order to ensure the provision of a safe and healthy working environment, the maintenance of safe working practices and the promotion of staff wellbeing.

Contributing to:

- **Leadership:** by leading the creation of a strategic and corporate organisation development and human resource framework that allows the Council's to transform and respond flexibly to changing public expectations and business conditions. HR leads aspects of major organisational changes, e.g. pay & grading, easy@york, the Accommodation Review, the Corporate Strategy.
- **Partnership:** by aligning HR policies, processes and systems with business strategy, determining and implementing HR priorities that add value, and providing strategic and operational leadership and advice on the deployment, development and management of employees.
- **Stewardship:** by promoting diversity and wellbeing and acting as an employee champion to enable high employee competence, commitment and contribution.

Service objectives - To support and develop people.

SO1: Develop the infrastructure required to enable a culture of attendance.

SO2: Develop a safety conscious culture and promote wellbeing by aligning Health and Safety direction with the Health and Safety Commission's Fit 3 concept (Fit for Work, Fit for Life, Fit for Tomorrow).

SO3: Generate efficiency savings by re-engineering HR processes.

SO4: Support leadership at every level through the embedding of Leadership and Management Standards

SO5: Lead the modernisation of the Council's pay & grading systems

SO6: Identify and meet development needs through the development of a coherent recruitment and talent management strategy and supporting processes

SO7: Develop the corporate infrastructure and work in partnership with Directorates to facilitate a change in the Council's workforce to make it more representative of the make up of the local community.

Section 2: The Drivers

Driver	How this might affect our service
<p>External drivers</p> <ul style="list-style-type: none"> ➤ Ageing population, nationally and locally, with low unemployment rates ➤ Increasingly sophisticated customer expectations ➤ HSE Strategic Intervention and legislation ➤ Amendments to pension provisions/entitlements ➤ National pay & workforce strategy ➤ Changes to employment legislation and case law 	<ul style="list-style-type: none"> ➤ Fewer local candidates for jobs and a need to improve employee satisfaction and retention ➤ Need to develop SMART recruitment / flexible employment packages and manage talent ➤ Need to reengineer HR processes and support change to achieve efficiency ➤ Need to develop corporate Health & Safety policies & improve compliance ➤ Need to complete pay & grading modernisation and continual development of HR processes
<p>Corporate drivers</p> <ul style="list-style-type: none"> ➤ Corporate Strategy including OEP ➤ Easy @ York ➤ Administrative Accommodation review ➤ Pay & Grading review ➤ Succession Planning and Workforce Development ➤ Need for improved management information ➤ Need to maximise workforce productivity and reduce costs ➤ Need to promote a health and safety culture and employee wellbeing and reduce absenteeism ➤ Need to more closely align the workforce's equality profile to that of the local community 	<ul style="list-style-type: none"> ➤ HR playing a key role in the successful delivery of change through the provision of flexible employment practices and processes ➤ De-prioritisation of other less important tasks due to capacity constraints or need for injection of resources. ➤ Need for major systems investment ➤ Develop approaches to enable wellbeing and focus on productive time
<p>Directorate drivers</p> <ul style="list-style-type: none"> ➤ Need to improve staff satisfaction ➤ Need to deliver our services within very tight financial targets using the most cost effective means ➤ Improving our performance in all areas of our work using better planning and performance management techniques ➤ Need to promote a health and safety culture and employee wellbeing 	<ul style="list-style-type: none"> ➤ HR will need to explore and understand workforce needs and deliver a flexible employment package ➤ HR will need to refocus its thinking to move away from restrictive policies and procedures and provide an enabling framework for managers and employees ➤ The requirement to improve HR management information systems to enable managers to better plan and manage their services
<p>Service drivers</p> <ul style="list-style-type: none"> ➤ Clarification of the role of HR and people management across the Council ➤ Low resource base 	<ul style="list-style-type: none"> ➤ Need to define and communicate roles, aligning delivery model and structures to match ➤ Development of clearer customer satisfaction metrics ➤ Need to improve at redirecting internal resource and providing a more flexible service

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
CSF1: Clarify and agree the role and scope of the HR service within the Council, realigning delivery model and resources as necessary	To ensure the HR service is aligned to organisational needs and delivery what the organisation wants To enable the HR service to support the Council's priorities
CSF2: Design and implementation of the HR and H&S infrastructure which will enable managers to improve levels of attendance	Increase in productive time To ensure compliance with H&S legislation and reduce accidents and near misses. To allow flexible and new ways of working across the Council
CSF3: Implementation of a fair and equitable pay & grading structure and a modern flexible reward system.	To protect the council against equal pay claims. To ensure the council is able to respond effectively to changing demands.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
<p>Values:</p> <ul style="list-style-type: none"> • Providing strong leadership; • Encouraging improvement in everything we do; • Supporting and developing people. <p>Imperatives:</p> <ul style="list-style-type: none"> • the review of Pay and Grading; • our new office accommodation. 	<p>HR is instrumental in supporting the Council's values and supports all of the improvement statements by providing the infrastructure and professional expertise required to attract and retain a flexible workforce with the skills to deliver the priorities.</p> <p>HR will be playing a key role in "Providing strong leadership" by embedding of Leadership and Management Standards and providing a framework which enable managers to manage. HR work closely with the Leadership champion to deliver the leadership value in the corporate strategy. HR processes will be reengineered to support the value of "Encouraging improvement in everything we do".</p> <p>The Head of HR Services is the Council's People Champion with specific responsibility for the value "Supporting and developing people" which will be delivered through the HR Strategy.</p> <p>HR is also critical to the achievement of two of the Council's imperatives, namely "the review of Pay and Grading" through the design and delivery of a modern and transparent pay and reward structure and "our new office accommodation" by providing a framework to enable flexible working.</p>

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
C1: % of employees expressing satisfaction with their jobs	72% (06/07)	No staff survey	72%	No staff survey
C2: % of staff expressing satisfaction with the way they are managed	66% (06/07)	No staff survey	65%	No staff survey
C3: % of staff who feel they understand how their job contributes towards the council's objectives	76% (06/07)	No staff survey	72%	No staff survey
C4: % of employee turnover	7.61% (7 months)	12.0%	11.7%	11.5%
Customer Actions				
Improvement action	Deadline			
Clarify and agree the role and scope of the HR service within the Council, realigning delivery model and resources as necessary	Quarter 3			
Improve the candidate experience in recruitment and move to systems of proactive candidate management through the development of a recruitment strategy and the use of new technology	Quarter 3			
Implement Leadership & Management Standards Framework at all levels	Ongoing			

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	20010/11 Target
P1: % of employees having an appraisal	84.45% (06/07)	85% (Corp)	90% (Corp)	95% (Corp)
P2: No of days lost due to sickness absence per full time equivalent	5.59 (7 months)	11.5	11	10
P3: % of invoices paid within 30 days	95.34%	95% (Cex's)	96% (Cex's)	97% (Cex's)
Process Actions				
Improvement action	Deadline			
Re-engineer HR processes to enable more self service by employees and managers through better use of technology	Re-engineer recruitment processes by end of quarter 3			
Work with directorates to improve take up of appraisals	Ongoing			
Undertake phase II of the Attendance Management Initiative concentrating on work/life balance initiatives	Quarter 4			
Develop the corporate policies, procedures, guidance and training required to develop a safety conscious culture	Quarter 1			

Resource management improvements

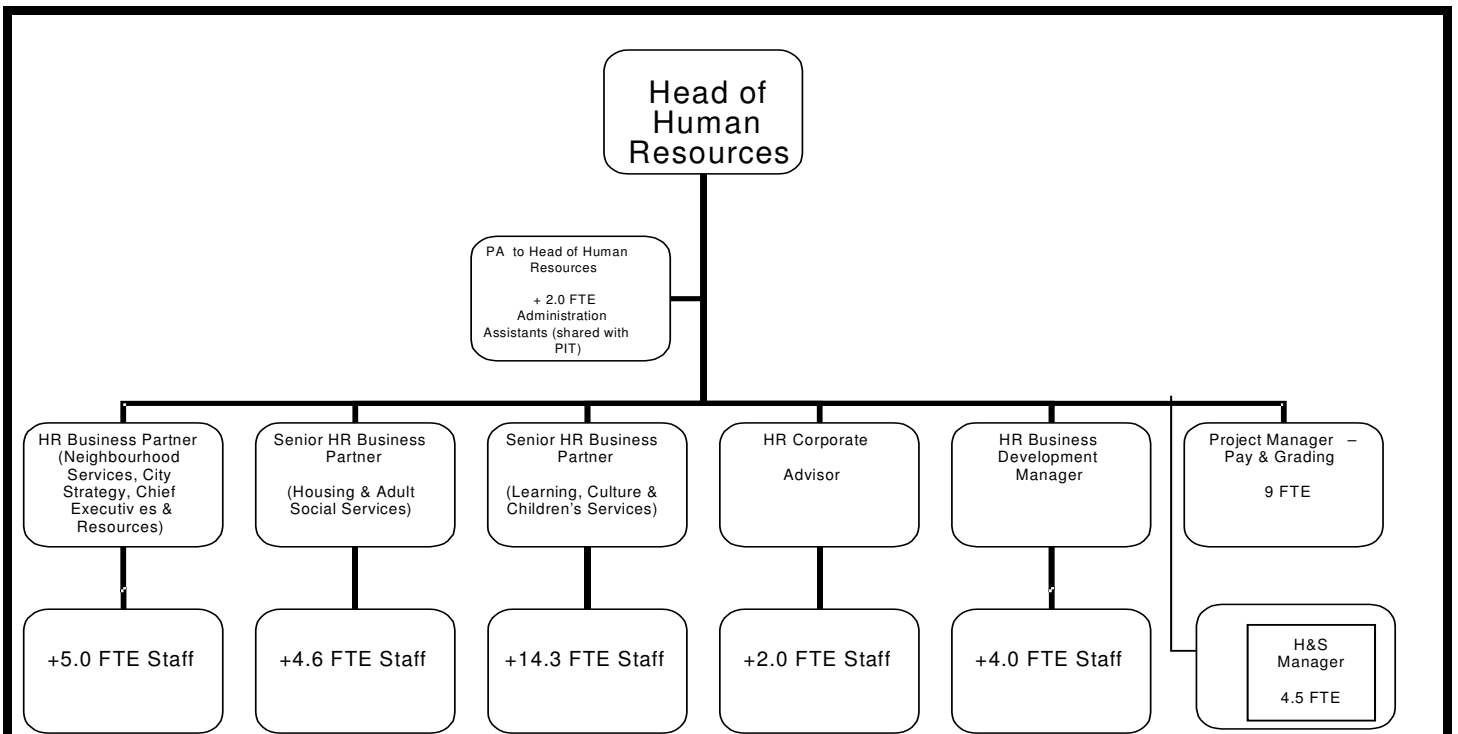
Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
R1: Budget Spend	+0.4%	<100%	<100%	<100%
R2: Reduction in Cost per New Starter	£216	£200	£180	£150

R3: Reduction in Spend on agency contracts	£2.4 million (06/07)	£1.2 million	£1 million	£800k
R4: Cost of sickness & lost productive time	£2.6 million	£6 million	£5.5 million	£4.5 million
R5: % of disabled employees	2.11%	2.4%	2.6%	3.5%
R6: % of ethnic minority staff	1.31%	1.4%	1.5%	2%
R7: No of RIDDOR accidents amongst Council staff	32 0	45 (Corp) 0 (Cex's)	40 (Corp) 0 (Cex's)	30 (Corp) 0 (Cex's)
R8: % of RIDDORs reported within HSE requirements	50%	60%	80%	90%
R9: No of days lost for stress related illness	0.43 0.44 (7 months)	1.85 (Corp) 1.4 (Cex's)	1.80 (Corp) 1.3 (Cex's)	1.70 (Corp) 1.2 (Cex's)
R10: No. of days lost due to sickness absence (incl. Stress) per full time equivalent	4.14 (7 months)	8 (Cex's)	8 Cex's)	8 (Cex's)
R11: % staff who have had an appraisal in past 12 months	91.40% (06/07)	100% (Cex)	100% (Cex)	100% (Cex)

Resource Actions

Improvement action	Deadline
Identification of pressures on capacity and realign resources accordingly, prioritizing work as necessary	Ongoing
Further development of Recruitment Pool in conjunction with the improvements to the recruitment process to incorporate the use of talent pools	Re-engineer recruitment processes by end of quarter 3
Promote use of more sophisticated candidate attraction processes	Re-engineer recruitment processes by end of quarter 3
Utilization of more innovative recruitment techniques to target minority groups more effectively	Quarter 3
Ensuring that equality impact assessments are carried out for all HR policy development	Ongoing
Develop a talent management strategy for HR staff	Quarter 4

Section 6: Resources



Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000
Employees	1,353	
Premises	1	
Transport	7	
Supplies and Services	80	
Miscellaneous	-	
– Recharges	279	
– Other	0	
Capital Financing	0	
Gross cost	1,720	
Less Income	(1,746)	
Net cost	(26)	

The financial information contained within this Service Plan is based on the 2007/08 budget, pending the approval of the 2008/09 budgets

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

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Service Plan for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Marketing and Communications

Directorate: Chief Executive's

Service Plan Holder: Matt Beer

Workplans: Marketing and Communications

Director: Director of People and Improvement –
Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: Our service

Service description

The Marketing and Communications team (m&c) primary role is to manage the council's reputation. It leads the council's media, publicity, marketing, print, research and consultation activity providing these services to Directorates and Members, as well as directly to the corporate council. The team also manages the Guildhall print unit. The service's main functions are:

- to lead all of the council's corporate communications activities and supply guidance on any matter of a communications nature that relates to the reputation of the council as a whole, its policies and services
- to manage relationships with national, regional and local news media in order to ensure a greater understanding and appreciation of the council's work
- to be the council's corporate marketing service, including the commissioning of publicity material, exhibition materials and corporate literature
- to produce direct communications with residents, including *Your City* and *Streets Ahead*, the *A-Z* of council services and ad hoc external publications
- to lead corporate internal communication with the council's staff, especially in the light of the major projects the council is currently undertaking such as the pay and grading review, the accommodation review and *easy@york*
- to oversee the design and production of internal publications for HR (presently *News and Jobs* and *News in Depth*) and other internal literature as requires
- to provide high quality market research for the council corporately and council departments
- to advise all parts of the council on the professional approach to all consultation activities
- to provide plain English, design and publicity advice for all corporate publications
- to oversee the strategic communications aspects of the council's corporate website.

Service objectives

The goal of all the council's communications is to enable residents, customers, and both geographical communities and communities of shared interests to:

- understand the way in which the council performs its duties and uses its resources
- be aware of the services provided by the council and its partners
- be involved in decisions that affect them by informing and consulting them about the council's proposed policies in a timely, balanced and transparent way
- be at the heart of the continual improvement of services.

To achieve these goals and ensure that the council's reputation is enhanced at local, regional and national level, the council has to be able to:

- communicate through appropriate means, consistently and in plain language
- foster positive relations with the media, taking a proactive approach
- effectively use the intelligence generated by communications activities
- monitor, assess and continually improve its performance in this field.

Section 2: The Drivers

Driver	How might this affect our service
<p>External drivers</p> <ul style="list-style-type: none"> • Relevant BVPIs: <ul style="list-style-type: none"> BVPI 3 - percentage of citizens satisfied with overall service provided by council BVPI 12 - the percentage of people surveyed who feel the council keeps them informed about benefits and services CG13 - the percentage of people surveyed satisfied with the amount of information provided by the council. • Local Government Association's 'reputation' campaign • Local Government and Public Involvement in Health Act • Place survey 	<p>BVPI 3 – measured and influenced by m&c, although clearly the responsibility of the whole council</p> <p>BVPI 12 – informing the public is one of m&c's key roles, although communicating with the public is not solely m&c responsibility but the responsibility of every service</p> <p>CG13 – the amount and quality of information delivered to the public is clearly an area where m&c have a responsibility, although as stated above communicating with the public is not solely m&c responsibility but the responsibility of every service</p> <p>More emphasis on reputation drivers (direct communications, A-Z etc) as defined by LGA based on research by MORI. Greater potential to work with LGA to influence national perception of local government</p> <p>The Act places much more emphasis on partnership working which will have an impact on communications, especially branding issues.</p> <p>In future there will 198 national indicators to support the delivery of the LAA and the new CAA. This will have an impact on the council's corporate research work.</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Corporate strategy • The Organisational Effectiveness Programme • All corporate projects and initiatives are relevant to m&c. Of special concern are: the pay and grading review, the accommodation review and easy@york, • Equalities - help develop and implement a policy on making information available and inclusive. Develop and implement community cohesion media strategy as part of broader communication strategy. 	<p>The m&c team have a role in nearly all corporate drivers, whether externally in public perception or internally. External and internal communications strategies are planned to address these issues</p> <p>The internal communications for some of the big projects the council is working on, and the likely effect they may have on the council's external reputation, are major concerns.</p> <p>Ongoing work reflecting good communications practice.</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Directorate Business plan • Equalities plan • Accommodation changes 	<p>Ensuring all communications meet with equalities guidelines</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
CSF1: Write and implement external communications strategy incorporating the issue of reputation and reflecting the priorities and values of the corporate strategy.	There is a gap between the public's broadly positive perception of services and less positive perception of the corporate council. The communications strategy will look for opportunities to reflect all aspects of the council's work, especially the less newsworthy positive work, and address the issue of the council's reputation. The press office's ability to field enquiries and research good news is essential to managing the council's reputation.
CSF2: Write and implement an internal communications strategy to ensure staff understand their role in the 'golden thread' and the council is able to communicate essential information effectively to staff.	Internal communications is, and will continue to be a vital issue for the council. There is need for council staff to understand their role in the corporate strategy in order for it to be effectively delivered. Staff also have a role in the reputation of the council and need to be communicated with well if they are to act as ambassadors for the organisation. The projects that will require great organisational change such as the accommodation review and the pay and grading review will need communicating in 07/08.
CSF3: Write and implement a consultation strategy, which will ensure that the needs and requirements of the council's customers are understood through effective research and consultation.	The values of the council put the customer at the centre of our work. In order to understand their needs the m&c research team conduct corporate research and are well placed to offer advice and support to directorates in other consultation. The OEP will look to establish a data hub with input from our research. The role of m&c however is restricted to providing professional research services – we cannot ensure findings are acted upon.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
The m&c team have input into all of the corporate priorities, but especially into the Corporate Value 'delivering what our customers want'	To work with IS champions on the communications priorities within their DIPS and to tie those in with the reputation strategy and corporate communications strategies
We also have input into the direction statement 'our ambition is to be clear about what we will do to meet the needs of our communities, and then to deliver the best quality services we can afford'	The communication strategies will be designed to address this direction statement
The direction statement 'we will listen to communities and ensure that people have a greater say in deciding local priorities'.	The consultation strategy will be designed to address this direction statement

Section 5: Scorecard of improvement measures & actions

Customer based improvements

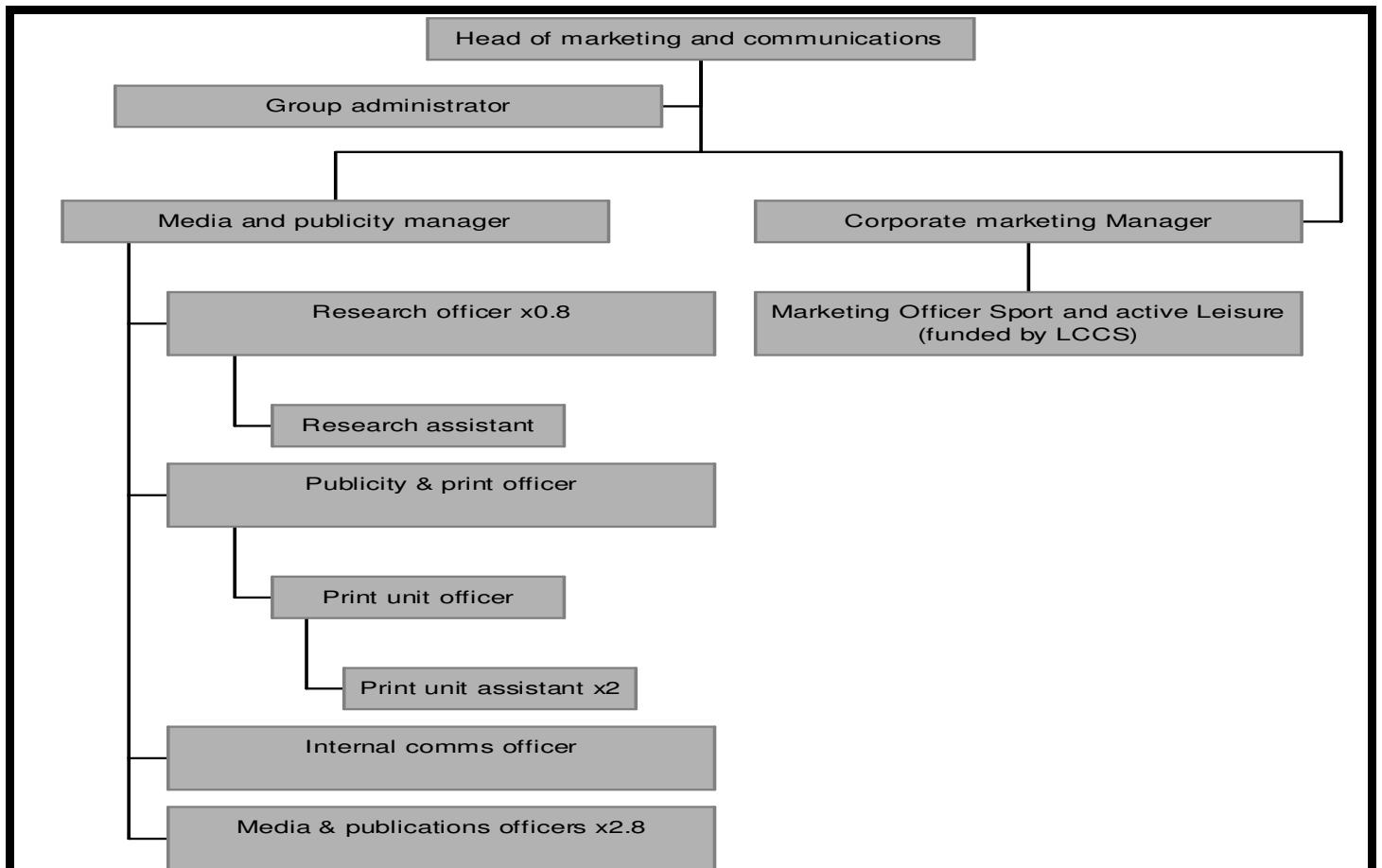
Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1: CG12 The percentage of people surveyed who feel the council keeps them informed about benefits and services	54% (06/07)	59%	60%	Not set
C2: CG13 The percentage of people surveyed satisfied with the amount of information provided by the council.	44% (06/07)	52%	55%	Not set
Customer Actions				
Improvement action	Deadline			
Ultimately all communications activity is reflected in the BVPIs, especially reputation work (although with a time-lag). The communications strategies Communications aspects of Organisational Effectiveness Programme implemented - external and internal corporate communications strategy written and implemented.	Strategies written for April 2008 – implementation throughout rest of year			
Consultation strategy and subsequent input into data hub	Strategy written for April 2008 – implementation throughout rest of year			

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
P1: Monthly report published retrospectively within one week of the new month	50%	100%	100%	100%
P2: Press cuttings sent out daily before 11.00	30%	70%	75%	80%
Process Actions				
Improvement action	Deadline			
Monthly reports to give monthly feedback on implementation of communication strategies. They reflect all aspects of the team's work to allow customers (councillors and directors) to understand the team's output and track areas of greatest m&c activity. Opportunity for head of m&c to concentrate resources on areas where improvement will most be felt.	On going			
Press cuttings distributed daily to allow customers to see media comment on council and gauge reputational issues.	On going			

Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
R1: % budget spent	+0.4%	<100%	<100%	<100%
R2: % of invoices paid within 30 days (BVPI 8)	95.34%	95%	96%	97%
R3: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	4.14 (7 months)	8 days (Cex's)	8 days (Cex's)	8 days (Cex's)
R4: No. of days lost for stress related illness. (CP13a)	0.44 (7 months)	1.4 (Cex's)	1.3 (Cex's)	1.2 (Cex's)
R5: No of RIDDOR accidents amongst council staff	0	0	0	0
R6: % staff who have had an appraisal in past 12 months (CP14)	91.40% (06/07)	100%	100%	100%
Customer Actions				
Improvement action	Deadline			
Print Unit still viable ahead of move to Hungate	On-going up to 2010			

Section 6: Resources

A research officer has been replaced by a research assistant for financial reasons. This means the council will have less research expertise to call on in future years.

Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000
Employees	520	<i>The financial information contained within this Service Plan is based on the 2007/08 budget, pending the approval of the 2008/09 budgets</i>
Premises	-	
Transport	173	
Supplies and Services	-	
Miscellaneous	109	
– Recharges	-	
– Other	-	
Capital Financing	-	
Gross cost	802	
Less Income	(833)	
Net cost	(31)	

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

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Service Plan Template for 2008/09 **(covering April 2008 – March 2011)**

Service Plan for: Civic, Democratic & Legal Services

Directorate: Chief Executive's

Service Plan Holder: Colin Langley

Workplans: Electoral and Civic Services, Democratic Service, Legal Services and Scrutiny Services.

Director: Director of People and Improvement - Heather Rice

Signed off _____ *Date* _____

EMAP : City Strategy – Cllr Steve Galloway

Signed off _____ *Date* _____

Section 1: The service

Service description

Our service is made up of 4 teams, covering 4 principal areas:

Electoral :This team is primarily responsible for the maintenance and publication of an accurate Register of Electors and associated lists for an electorate of 148,000. It also covers the conduct and organisation of local, Parliamentary and European elections, ensuring compliance with all relevant election law.

Civic: provides support services to the Lord Mayor and Civic Party including, hospitality, housekeeping, chauffeuring and secretarial. It also

- plans and co-ordinates official engagements and special events.
- provides caretaking and facilities management for the Guildhall and Mansion House.
- provide a reliable messenger service corporately and to external city partners.

Democratic Services: delivers three main services:

- Democracy Support Group - responsible for:
 - ✓ the preparation and dispatch of agendas for meetings of the Council, Executive and its various committees
 - ✓ attendance at formal & informal meetings involving Members to advise Members and Officers on the decision-making process, and to record decisions taken
 - ✓ the provision of advice & information to the public relating to Council business and how to access such information and get involved in the decision making process
 - ✓ maintaining & reviewing the Council's Constitution.
 - ✓ monitoring of the Officer Decision Log
- Member Support Group - responsible for:
 - ✓ publication of the Council's Forward Plan
 - ✓ verification and payment of members allowances and expenses and support services for Members, including the provision of IT equipment and other facilities.
 - ✓ induction and development framework and programme for new and existing Members
 - ✓ Maintenance of statutory and non-statutory registers e.g. interests/gifts
 - ✓ delivery service to Members of agendas and supporting information
 - ✓ preparation of the Council's Diary of Meetings.
 - ✓ maintaining membership and information on Council representation on outside bodies
 - ✓ ensuring Members compliance with Data Protection requirements

Scrutiny Services responsible for:

- Supporting non-executive and co-opted Members in undertaking their scrutiny role
- Advising Members, officers and the public on scrutiny procedures

Legal: This team provides a comprehensive legal support service, including advice, representation and transactional legal work, to enable the Council achieve its goals and objectives and deliver its services in a lawful manner. To provide the Monitoring Officer function.

Service objectives

- Ensure well informed decisions are made transparently and in a professional manner and any actions arising are suitably recorded and their implementation monitored
- Maximise opportunities to contribute to decision-making through the promotion and provision of open information about planned decisions
- Ensure Members have access to appropriate training and facilities, supporting them in their various roles
- Ensure scrutiny processes and procedures are renewable and responsive to changing service requirements (including legislative change)
- Uphold and review the Council's Constitution
- To maintain Lexcel accreditation by the Law Society to ensure that a high quality service which is responsive to clients is provided and ensure compliance with new legislation.
- To ensure all elections are administered efficiently and within statutory procedures

Section 2: The Drivers

Driver type	How might this affect our service
Government initiatives to increase electronic access to Council information	Momentum needs to be maintained to ensure the Committee Management System provides access to appropriate and timely information.
The Local Government and Public Involvement in Health Act 2007	<ul style="list-style-type: none"> • Scrutiny processes and practices to be reviewed to facilitate the 2007 Act reforms. • Expanded role for the Standards Committee and Monitoring Officer
European Parliamentary Election 2009	To begin preparations for the European Parliamentary Election
Parliamentary Election	To ensure plans are in place to administer the parliamentary election when it is announced
Working within a balanced Council	Ensuring the Council's Constitution continues to meet corporate governance requirements and reflects the post-election political management arrangements.
Budgetary Savings	The ability to deliver quality services with reduced resources will need to be reviewed. Budget savings for 2008/09 will need to be addressed.
Achieving high levels of customer satisfaction with all services.	Performance and methods of communication with internal and external customers must be reviewed to identify improvements.

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
CSF1: Seeking Member Development Charter status and accreditation	To establish a recognized framework and guiding principles for developing & training Members
CSF2: Making available 'help' manuals to Council staff & Members covering the: <ul style="list-style-type: none"> • Decision making process • Constitution • Committee Management System 	To help staff & Members understand the processes involved efficiently.
CSF3: Introduction of revised scrutiny tools and practices in response to the Local Government and Involvement in Health Act 2007	To evidence the requirements in the Local Government and Involvement in Health Act 2007 in relation to Councillor Call for Action and extended partnership scrutiny.

Section 4: Links to corporate priorities

Corporate Strategy element	Contribution
The Council will provide strong leadership for the city using partnerships to shape and deliver the community Strategy for the city.	<ul style="list-style-type: none"> • Improve leadership at member level by encouraging them to take part in IDeA Members Charter • Ensure the Constitution meets the needs of a balanced Council • Review governance and effectiveness of partnership arrangements
We want services to be provided by whoever can best meet the needs of our customers	Legal services framework agreement
Improve the economic prosperity of the people of York with a focus on minimizing income differentials	Provision of legal advice and support in respect of planning decisions and property and contract advice in connection with Council projects.
Improve the quality and availability of decent affordable homes in the city	
We will listen to communities and ensure that people have a greater say in deciding local priorities	Operation of public participation arrangements at meetings of the council and its decision making bodies
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	We provide legal support to various departments and services which deliver improvement projects for these priorities
Improve the actual and perceived condition and appearance of city's streets, housing estates & publicly accessible spaces.	
Reduce actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
Awareness of the public participation scheme amongst residents (measured via ResOp Survey)	New	50%	60%	70%
Awareness of the availability of information on councillors and committees on the committee management system pages of the web site amongst residents (measured via ResOp Survey)	New	50%	60%	70%
Awareness of residents of Council's scrutiny function & its purpose (measured via ResOp survey)	New	50%	60%	70%
Legal Services Quality Monitoring questionnaires - returned	86%	80%	80%	80%
Customer Actions				
Improvement action				
Poster campaign regarding access to information and participation at meetings	May 2008			
Postcards provided to speakers at meetings for feedback in order to improve the public's experience of participation	April 2008			
Circulation of leaflets at Ward Committees and community/parish halls	April 2008			
Inclusion of a sentence on publications inviting comments to be sent by email or post in order to increase public involvement	April-May 2008			
Developing on-line facility in conjunction with <u>Easy@York</u> for registering to speak at meetings	June/July 2008			
Developing on-line facility in conjunction with <u>Easy@York</u> for contributing to scrutiny consultation	June/July 2008			

Process based improvements

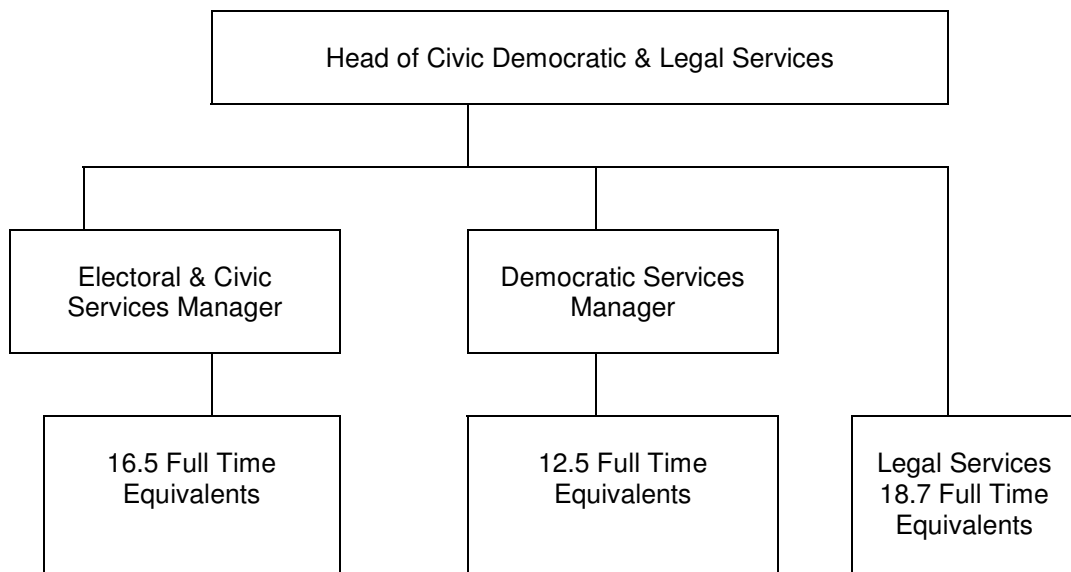
Process Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
Return of registration forms	94.68% (06/07)	94%	95%	95%
% of Members who have attended required or statutory training during the municipal year.	New	65%	70%	80%
Process Actions				
Improvement action	Deadline			
Achieve a high level of service provision in accordance with the Electoral Commission's Performance Indicators	January 2009			
Finalise a risk management plan for elections	September 2008			
Begin preparations for the 2009 European parliamentary election	May 2008			

Encourage democratic engagement in under registered groups	September 2008
Review required and statutory training elements and establish a monitoring process.	August 2008
Establish Elected member sponsors to promote member training.	May 2008

Resource management improvements

Resource Measures				
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
% budget spent	+0.4%	<100%	<100%	<100%
% of agenda etc available on line (thus reducing printing costs)	75%	100%	100%	100%
% of invoices paid within 30 days (BVPI 8)	95.34%	95%	96%	97%
% staff trained in appropriate skills to deliver specific services, as identified in PDPs.	100% (06/07)	100%	100%	100%
% staff who have had an appraisal in past 12 months (CP14)	91.40% (06/07)	100%	100%	100%
Solicitors and Legal Assistants training targets met	100%	16 hours per year	16 hours per year	16 hours per year
No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	4.14 (7 months)	8 days (Cex's)	8 days (Cex's)	8 days Cex's)
No. of days lost for stress related illness. (CP13a)	0.44 (7 months)	1.4 (Cex's)	1.3 (Cex's)	1.2 (Cex's)
No of RIDDOR accidents amongst council staff	0	0	0	0
Customer Actions				
Improvement action	Deadline			
To finalise staffing arrangements	May 2008			
To identify specific training needs in appraisals and one to ones	Annually and at 6 monthly review			
To hold regular team and group meetings	Weekly, fortnightly or monthly as applicable to service area			
Monitor sickness levels and follow Sickness Management procedures.	On-going			

Section 6: Resources



Budget

	<u>2007/08</u> £'000	<u>2008/09</u> £'000
Employees	1,597	<i>The financial information contained within this Service Plan is based on the 2007/08 budget, pending the approval of the 2008/09 budgets.</i>
Premises	50	
Transport	42	
Supplies and Services	1,323	
Miscellaneous	19	
– Recharges	259	
– Other	-	
Capital Financing	-	
Gross cost	3,290	
Less Income	(765)	
Net cost	2,525	

Section 7: Monitoring and reporting arrangements

Formal directorate reporting is carried out twice yearly through City Strategy EMAPs in September and December, with an annual out-turn report in June.

Directorate Management Team performance reviews take place quarterly.

Service area performance reviews minimum standard Quarterly.

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Meeting of Executive Members for City Strategy & Advisory Panel
14th January 2008

Report of the Director of City Strategy

Directorate of City Strategy Service Plans 2008/09 (Covering April 2008 – March 2011) – Economic Development & Strategic Partnerships
Summary

- 1 This report presents the 2008/09 Service Plan for Economic Development & Strategic Partnerships, in the Directorate of City Strategy. Members are asked to note and comment on the content of the plan and to consider how it might influence any budget considerations outlined in the directorate's 2008/09 revenue budget report.

Executive Summary

- 2 As part of the service planning process, the directorate looks ahead to identify drivers of future challenges. This year has highlighted a major programme of change, both from the government and at corporate level.
- 3 One of the most significant 'drivers' for the directorate, and the authority as a whole, is to respond to the successful delivery of the refreshed Corporate Strategy. The City Strategy directorate is responsible for the delivery of the following improvement priorities:-
 - Reduce the environmental impact of council activities and encourage, empower and promote others to do the same (*champion Bill Woolley*)
 - Increase the use of public and other environmentally friendly modes of transport (*champion Damon Copperthwaite*)
 - Improve the economic prosperity of the people for York with a focus on minimising income differentials (*champion Roger Ranson*)
- 4 The City Strategy Directorate is also key to many other direction statements, priorities and imperatives – as well as supporting the 4 values in the vision. As part of the business planning process the directorate will consult with priority champions in order to ensure that the directorate focuses its resources on the key areas for improvement.

Background
Changes to Service Plans

- 5 Following a recent review to improve service planning across the authority, three key changes have been agreed:

- 6 Directorate Planning – the development of Directorate Business Plans. This will play an important strategic role in consolidating improvement across the directorate and will provide an overall picture of the directorate and its intended direction of travel over the medium term.
- Streamlined Template – Service Plans have been simplified and reduced to just six sections:
 - a. Service Description and Objectives
 - b. Service Drivers
 - c. Critical Success Factors (CSFs)
 - d. Links to Corporate Priorities
 - e. Balanced Scorecard and measures and targets
 - f. Resources – staff and budget
 - One Service Plan – only one version of a service plan is required this year, as opposed to the two staged process last year. However, should there be significant changes as a result of the budget proposals for 2008/09, or requirements to provide additional, specific support for a corporate priority, then these will be required to be brought back to Members in March 08.
- 7 Although no longer forming part of the main service plan document, operational risks and cross-cutting improvements relating to equalities, operational risk, Gershon and competitiveness are considered as part of the overall service planning process and a separate template is completed to capture this information for monitoring purposes throughout the year. Key actions from this will be included in individual service plans and brought together into a Directorate Business Plan.
8. Table 1. shows the Service Plans that the Director of City Strategy is responsible for and the supporting work plans and the EMAP's that approval is sought from.

Table 1. City Strategy Service Plans Structure for 2007/08				
Service Plan	Supporting Plans	Work	Assistant Director	EMAP
Economic Development and Strategic Partnerships	<ul style="list-style-type: none"> • Economic Development • York Training Centre • Future Prospects • City Centre Management and Markets • Strategic Partnership Team 		Roger Ranson	Leader
City Development and Transport	<ul style="list-style-type: none"> • City Development • Transport Planning • Network Management • Engineering Consultancy • Highway Infrastructure 		Damon Copperthwaite	City Strategy

	<ul style="list-style-type: none"> • Emergency Planning • Capital Programme 		
Planning and Sustainability	<ul style="list-style-type: none"> • Development Control • Building Control • Land Charges and Property Information • Design, Conservation and Sustainable Development 	Mike Slater	City Strategy
Resource and Business Management	<ul style="list-style-type: none"> • Finance • Information Technology • Human Resources • Customer Support Services • Business and Policy Development • Management Support • Waste Procurement 	Sian Hansom	City Strategy

City Strategy Service Plans

- 9 The City Strategy 2008/09 Service Plans can be found in Annex 1 attached.
- Annex 1 – Economic Development and Strategic Partnerships
- 10 The Service Plans provide members with a snapshot of service planning issues facing City Strategy over the next 1-3 years. Hopefully, this planning information will be useful when considering the 2008/09 budget proposals elsewhere on this agenda. The financial information contained within the Directorate's Service Plans is based on the 2007/08 budgets, pending the approval of the 2008/09 budgets.
- 11 The performance measures contained within the Directorate's Service Plans are based on measures which currently best support monitoring of the service plans. However, these measures may change pending a corporate review of all measures following the introduction of the new National Indicators which are replacing Best Value Performance Indicators (as proposed by the Government's Communities & Local Government Department).
- 12 The City Strategy Management Team have recently held workshops to develop a Directorate Business Plan and also review its current performance measures to support the service planning process. This document is planned for completion in March 2008 and will set out the direction of the City Strategy Directorate over the medium term, whilst also drawing together the directorate's current service planning objectives and priorities, and a number of cross cutting issues.

- 13 It is from this document that the annual cycle of performance monitoring will be reported upon to future City Strategy EMAP's in September, December and as a year end report in June.

Key Challenges for the City Strategy Directorate

- 14 Each year our planning process looks ahead to future 'improvement' and 'delivery' challenges that the directorate is facing. This year has highlighted a major programme of change, both from the government and at the corporate level of the Council.
- 15 Table 2 is a summary of the Critical Success Factors (CSFs) which have been identified for 2008/09 for each service area, and are the actions considered critical in terms of dealing with key issues and/or delivering improvement:

Table 2 Summary of City Strategies Critical Success Factors (CSF's)

Economic Development and Strategic Partnerships

CSFs for 2008/09	Why a CSF?
Approval of a refreshed Sustainable Community Strategy for York	To act as the guiding document for the enhancement of the economic, social and environmental well being of the City so that through partnership we can improve the quality of life of citizens.
Approval of a revised Local Area Agreement for York	To ensure delivery of strategic objectives set within the Sustainable Community Strategy and to improve partnership working.
Preparation of a revised Economic Development Strategy	Essential for the long term economic development of the City and the delivery of Corporate Improvement Statements.

City Development and Transport

CSFs for 2008/09	Why a CSF?
Meeting LDS/LDF milestones including, York Northwest and City Centre AAPs.	The City is disadvantaged by the lack of an adopted Local Plan. Meeting the milestones will mean that the LDF core policies will fill this gap as soon as possible.
Delivery of key development briefs and meeting other key project milestones.	Projects such as Castle Piccadilly, Hungate, Nestle, and Terry's are key to achieving many corporate objectives.

Corporate Priority Increase the use of public and other environmentally friendly modes of transport.	This priority is the principal responsibility of this group and is critical to the improvement change necessary for the city.
Corporate Priority Improve the quality and availability of decent affordable homes in the city.	This priority supports the expected economic growth and employment need within the city.
Introduction of full concessionary fares scheme.	If not managed and introduced properly could have a damaging effect upon bus customers.
Introduction of the Local Transport Bill.	This Bill will have significant impact for the Council and transport within the city.
Next phase of the Traffic Management Act.	The changes in April will impact upon the parking enforcement team and the duties they will perform under the new civil parking enforcement.
Introduction of a new bus service for the Park and Ride.	York has a reputation for providing high quality P&R services which make a significant contribution to the transport systems of the city.
Development of a major scheme bid to the Regional Transport Board.	There is limited opportunity for submitting a bid that will provide the financial resources to address York's major transport infrastructure needs for the future.
Preparation of Outline Business Case for York's Highway Maintenance PFI Project.	The OBC will support the bid to DfT for significant financial resources to address the condition of York's highway Infrastructure.

Planning and Sustainable Development

Decisions on key development projects in the city will be delivered in a timely way	The schemes have been identified as being priority for the council to maintain and improve the economy of the city (one of the ten Corporate Priorities)
Maintain performance in relation to determination of applications. Performance on "major" applications is declining rapidly towards the government target having been well above it	Good performance will improve customer satisfaction and may be rewarded by Planning Delivery Grant. Failure to meet target could have adverse impact on CPA rating and possible redesignation as a "standards" authority.

Coordination of the implementation of the Carbon Management Programme Strategic Implementation Plan (due for completion in March 2008).	Leading role in the monitoring of council wide carbon reduction targets as set by the Environmental Sustainability Strategy in September 2007 (25% reduction of carbon emission from council activities by 2013 on 2006/07 baseline).
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Resource and Business Management

CSFs for 2008/09	Why a CSF?
To continue to improve the effectiveness of Resource and Business Management in light of budget savings, E-Government and Highways PFI (including dealing with HR implications), adapting to changes effectively	The same level of service expectations will exist with less resources to deliver
Continue to contribute to the corporate agenda e.g. performance management framework and business plan, to have an effective impact into corporate procurement projects to ensure value for money for CYC, including the Income Collection Project, E-Government programme	<p>The improvement in the way that the Directorate Manages performance will allow DMT's and the Executive to make informed decisions on the allocation of resources</p> <p>To support the prioritisation and communication of activities across the Directorate.</p> <p>Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council</p> <p>Directorate has responsibility for property database for the Council and the major GIS use across the Council</p>
Waste PFI – To ensure that the waste PFI project is in line with the project plan. Approval of shortlist in October 2008	To support the delivery of IS1 Corporate Priority
Implementation of a three year Budget Strategy	To prioritise spending over the future years
Manage the outcome of the job evaluation process	Potential to have a significant impact on the ability to retain and recruit staff in key posts within the directorate.

Consultation

- 16 The Service Plans have been approved by the Director of City Strategy and the Directorate's Management Team. Priority Champions will be consulted on specific actions to support the Corporate Strategy as part of the directorate business planning process.

Options and Analysis

- 17 There are no specific options for members to consider in this report.

Corporate Priorities

- 18 The City Strategy directorate is responsible for the delivery of the following improvement priorities:-
- Reduce the environmental impact of council activities and encourage, empower and promote others to do the same (*champion Bill Woolley*)
 - Increase the use of public and other environmentally friendly modes of transport (*champion Damon Copperthwaite*)
 - Improve the economic prosperity of the people for York with a focus on minimising income differentials (*champion Roger Ranson*)
- 19 The City Strategy Directorate is also key to many other direction statements, priorities and imperatives – as well as supporting the 4 values in the vision.

Implications

Financial

- 20 The City Strategy 2008/09 revenue budget report should be read in conjunction with this report.

Human Resources (HR)

- 21 There are no human resource implications.

Equalities

- 22 There are no equalities implications.

Legal

- 23 There are no legal implications.

Crime and Disorder

- 24 There are no crime and disorder implications.

Information Technology (IT)

- 25 There are no IT implications.

Property

26 There are no property implications.

Other

27 There are no other implications.

Risk Management

28 There are no known risks associated with this report, although Risk Management is a key issue and risks in the Service Plans have been highlighted in the various different service areas.

Recommendations

29 That the Advisory Panel advise the Executive Leader to note and comment on the attached Service Plan 2008/09 (Covering April 2008 – March 2011).

Reason: To inform the budget process alongside the Directorate's service planning and to monitor and review service planning issues and challenges facing City Strategy in the near future.

Contact Details

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**Report
Approved**



Date 31-12-07

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report.

Background Papers:

City Strategy EMAP – 11th December 2006 – Directorate of City Strategy.
City Strategy EMAP – 26th March 2007 – Directorate of City Strategy.
CYC Service Planning Guidance and Templates (2008-2011)

Annexes

Annex One Service Plan 2008/09 Economic Development and Strategic Partnerships



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: ECONOMIC DEVELOPMENT AND STRATEGIC PARTNERSHIPS

Directorate: CITY STRATEGY

Service Plan Holder: Roger Ranson

Workplans:

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy Leader S Galloway

Signed off

Date:

The following service plan template must be no longer than **8 pages** long. (excluding workplans)

Section 1: Our service

Service description

To develop York's Local Strategic Partnership, Without Walls, providing support to the development of the City's leadership at a strategic level through the focus of the Sustainable Community Strategy;

Through the involvement of strategic partners and a network of delivery partnerships, to develop, implement and review the Local Area Agreement for York;

To be responsible for delivering the "Thriving City" objective of the Community Strategy and the economic development aspects of the Local Area Agreement.

To be responsible for the Council's corporate priority to enhance the prosperity of residents with a focus on minimizing income differentials;

To co-ordinate the Council's involvement with strategic partners and improve the way the Council and its partners work together to deliver better services for the people of York.

To link together the network of strategic delivery partnerships in the City, including:

- Safer York Partnership;
- Healthy City Board;
- Economic Development Partnership Board;
- Inclusive York Forum;
- YorOK Board;
- Lifelong Learning Partnership;
- York Environment Partnership;
- [York@Large](#)

To enhance the economic well-being of the City through partnership working to:

- support existing businesses and encourage inward investment;
- encourage the development of tourism;
- encourage the development of knowledge based enterprises through Science City York;
- improve the skills and employability of residents;
- enhance the economic vitality and viability of the City Centre.

Service objectives

To refresh and then monitor, review and report back progress on the objectives set out in the Sustainable Community Strategy: reviewed document to be in place by June 2008;

1. To prepare a revised Local Area Agreement to be in place by June 2008;
2. To prepare an economic development plan of action to implement the economic development objectives for the City emerging from the Sustainable Community Strategy – to be in place by July 2008;
3. To support the development of proposals to take forward Science City York as a company limited by guarantee – to be in place by September 2008;
4. To support the development of a business plan for the new single tourism organisation for York – to be in place by July 2008;
5. To develop new proposals to improve the skills and employability of local people;
6. To make the most effective use of the third sector, with a specific aim to reduce poverty and exclusion in the City.
7. To collaborate with regional, City regional and sub-regional partners in the best interests of the Council and the City.

Section 2: The Drivers (1 page max)

Driver	How might this affect our service
<p>External drivers</p> <ul style="list-style-type: none"> • The Government White Paper on Local Government and associated publications such as the Lyons review, the sub-national review of economic development, Government Spending review, proposals for the supplementary business rates. • Increasing importance of a regional/sub-regional agenda and of York's role within the Leeds City region and the sub-region. • Additional Government guidance relating to the role of Local Strategic Partnerships and Local Area Agreements. • Production of the Future York Group report and developing responses to this following consultation. • Government focus on increasing the role of the voluntary and community sector ("third sector") • Government's review through Lord Sainsbury of approaches to supporting science and innovation • Continued change to the local economy due to global market pressures • Review of investment priorities by Yorkshire Forward • Leitch report on workforce skills and subsequent changes in Government regarding education and skills. <p>Corporate drivers</p> <ul style="list-style-type: none"> • Refreshed Corporate Strategy • CPA 2008 Assessment • Continued budget pressures of reducing base by 5% whilst maximizing external funding opportunities • Impact of implementing Job Evaluation process <p>Directorate drivers</p> <ul style="list-style-type: none"> • Development of a Directorate delivery plan for City Strategy or targets from partnership strategies or directorate business plans. • Balancing and using the successful economy in a sustainable way to achieve high quality of life for residents and excellent environmental standards • Audit recommendation for Future Prospects regarding governance <p>Service drivers</p> <ul style="list-style-type: none"> • Performance Management • Engagement with businesses, customers and stakeholders • Staff development and absence management 	<p>These policy agendas will influence the refresh of the Sustainable Community Strategy, Council activity and regional, city regional and sub-regional partnership working. They emphasise the importance of "place-shaping" and incorporate the Government's vision of "revitalised" local authorities, working with their partners, to reshape public services around the citizens and communities that use them". Local Strategic Partnerships, with the new duty placed on partners to co-operate, are therefore at the heart of efforts to deliver the sustainable communities agenda through Sustainable Community Strategies. The LAA becomes a conduit for area based funding. The future role and positioning of city regions as drivers of prosperity is also set out in the Government's approach and will increase in importance with regard to external funding. York is already involved in the Leeds City Region Development Programme and will need to strengthen its approach to this, particularly regarding any MAA for the city region.</p> <p>In relation to economic development, there is a need to respond to the recommendations of the Future York Group report, taking account of the refreshed Sustainable Community Strategy. A key element here is to balance and use the development of a successful and prosperous economy in a sustainable way to achieve maximum impact on the quality of life of citizens and achieve high environmental standards. Addressing skills issues, barriers to work and economic inclusion will be important to ensure all are able to benefit through increased economic prosperity. This will require continued development of collaborative responses to issues, maximizing resources, engaging with partners and stakeholders and developing community awareness. Closer working with other parts of the City Strategy Directorate will support the production of the Local Development Framework and ensure that the Council's sustainability imperatives are incorporated into its economic development activity.</p>

Section 3: Critical Success Factors (CSFs) (half page max)

CSFs for 2008/09	Why a CSF?
Approval of a refreshed Sustainable Community Strategy for York	To act as the guiding document for the enhancement of the economic, social and environmental well-being of the City so that through partnership we can improve the quality of life of citizens.
Approval of a revised Local Area Agreement for York	To ensure delivery of strategic objectives set within the Sustainable Community Strategy and to improve partnership working.
Preparation of a revised Economic Development Strategy	Essential for the long term economic development of the City and the delivery of Corporate Improvement Statements.

Section 4: Links to corporate priorities (half page max)

Improvement Statement (IS)	Contribution
Increase the use of public and other environmentally friendly modes of transport.	Work with the train operating companies to increase the number of visitors coming to the City by rail. Likewise work with the tourism industry to strengthen bus/coach travel promotion alongside public transport access to airports.
Increase people's skills and knowledge to improve future employment prospects.	This will be of the utmost importance in ensuring that local people can get the maximum benefit from the good quality jobs being created. This must be the priority for the emerging Skills Strategy being produced by the Lifelong Learning Partnership. The City Council also has a role to play in up-skilling its workforce and being an exemplar employer.
Enhance the economic prosperity of residents with a focus on minimising income differentials	The Assistant Director Economic Development & Partnerships is the Theme Champion for this DIP. This will be developed further through the Sustainable Community Strategy, the LAA and a revised economic development plan.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.	By bringing the more marginalized groups into employment through initiatives at Future Prospects and York Training Centre, the poorer sections of the community will be able to take choices not previously available to them.
Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.	Future Prospects and York Training Centre will be main catalysts of change, helping the most disadvantaged and bringing people into employment and enabling others to climb the career ladder.
Improve the way the Council and its partners work together to deliver better services for the people who live in York.	This is the key component of the work being re-energised through the Local Strategic Partnership, the network of strategic partnerships (including the new CLGs Science City York and Visit York) and the Economic Development Partnership Board.

Section 5: Scorecard of improvement measures & actions (3 pages max)**Customer based improvements****Customer Measures**

How will you check whether you are improving from a **customer** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Correspondence replied to within 10 days across Economic Development and Partnerships	Not Available	95%	95%	95%
Telephone calls answered within customer first standards across Economic Development and Partnerships	95.37%	95%	95%	95%
York's unemployment rate against the regional average (VJ15a)	At least 1.52% below	1.5% below	1.5% below	1.5% below
York's unemployment rate against the national average (VJ15b)	1.2% below	At least 1% below	At least 1% below	At least 1% below
Average earnings of employees in the area (NI 166)	£451.20	Higher than regional pay level	Higher than regional pay level	Higher than regional pay level
Business turnover (VJ15d). Maintain York Business Survey moving average turnover net balance figure above 20% - reflecting sales.	21.3%	20.0%	20.0%	20.0%
Business confidence (VJ15c). Maintain the York Business Survey moving average expected turnover net balance figure above 20% reflecting confidence in future sales.	31.0%	20.0%	20.0%	20.0%
Visitor spend assessed through economic impact modeling (VJ8b)	Estimate for 07/08 is £349.5m	+ 5%	+ 5%	+ 5%

Customer Actions

What are the main **customer** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
Maintain Customer First or equivalent accreditation for Science City York and York Training Centre	Autumn 2008
Maintain Matrix Standards accreditation for Future Prospects and York Training Centre and Connexions Quality Standards at YTC	Autumn 2008
Develop Business Plan for new single tourism organisation for York	June 2008
Review Business Plan for Science City York	Autumn 2008
Relocate City Centre Visitor Information Centre to Blake Street	February 2009

Process based improvements**Process Measures**

How will you check whether you are improving from a **process** perspective?

Please list any 'SMART' indicators (this should also include the target you want to achieve – for the next 3 years if possible).

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Invoices paid within 30 days	97.39%	95%	95%	95%
Ensure contract compliance requirements and audits	100%	100%	100%	100%

Process Actions

What are the main **process** based actions you need to deliver in order to improve your services?

Please list improvement actions for next 12 months

Improvement action	Deadline
Review governance and management arrangements for Future Prospects	July 2008

Resource management improvements**Resource Measures**

How will you check whether you are improving from a **resource management** perspective? This covers financial/budget/staff based improvements, such as cost, budget management, staff absence, etc.

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of days lost to sickness (and stress) across Economic Development and Partnerships	4.42 days	Less than 10 days	Less than 10 days	Less than 10 days
Days lost for stress related illness as a % of sick days taken across Economic Development and Partnerships	0.55 days	Not target based	Not target based	Not target based
% of staff in Economic Development and Partnerships appraised in the last 12 months	94.37% (06/7)	100%	100%	100%
% Spend against budget	.1%	Under 0%	Under 0%	Under 0%
Amount of external funding generated by support/delivery organizations	Approximately £1.75m	Target will be to at least maintain current levels of investment	Target will be to at least maintain current levels of investment	Target will be to at least maintain current levels of investment
% of staff expressing satisfaction with their job (ED&p)	89% (07/08)	Not conducted in 2008/9	Next Survey 2009	Not conducted

Resource Management Actions

What are the main **resource management** based actions you need to deliver in order to improve your services? You may also want to include staff broad workforce training and development issues for your service. This may have come out of the future challenges exercise you carried out in the planning process.

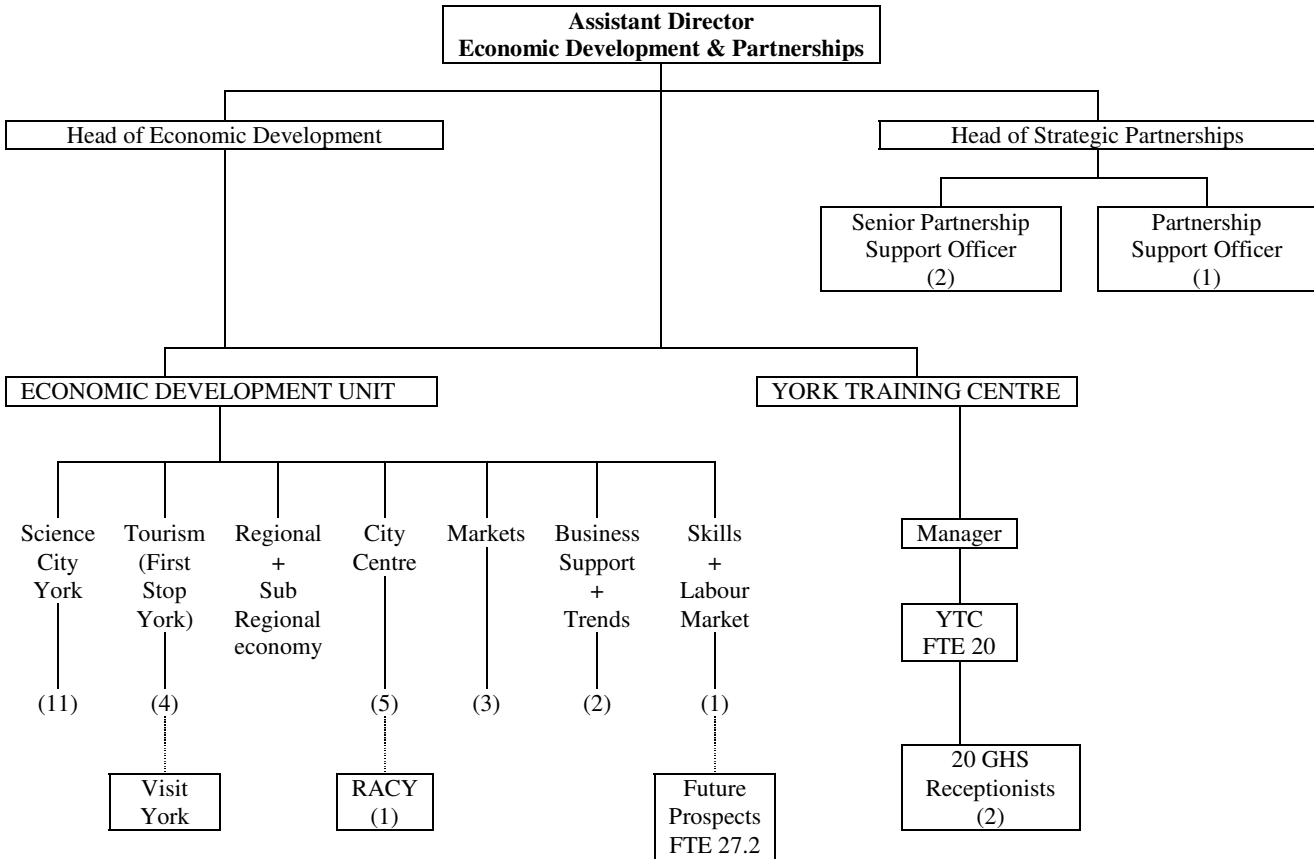
Please list improvement actions for next 12 months

Improvement action	Deadline
Review opportunities arising from Yorkshire Forward's review of their investment priorities	May 2008
Exploit ERDF opportunities, especially through Science City York	May 2008
Review staff qualifications at YTC to reach professional standards in teaching, plus use Initial Teacher Training funding effectively	May 2008

Section 6: Resources

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives
- Recruitment issues



Budget

	<u>2007/08</u>	<u>2008/09</u>	
Employees	£2818k	£XXXX	2008/09 will be completed by March 08 EMAP
Premises	£ 280k	£XXXX	
Transport	£ 41k	£XXXX	
Supplies and Services	£1667k	£XXXX	
Miscellaneous	£ 798k	£XXXX	
– Recharges	£ 798k	£XXXX	
– Other	£0	£XXXX	
Capital Financing	£ 252k	£XXXX	
Gross cost	£5856k	£XXXX	
Less Income	£3598k	£XXXX	
Net cost	£2258k	£XXXXX	

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Executive Members for City Strategy and Advisory Panel

14 January 2008

Joint Report of the Director of City Strategy and the Director of Resources

City Strategy Revenue and Capital Budget Estimates 2008/09

Summary

- 1 This report presents the 2008/09 budget proposals for City Strategy (excluding Economic Development). It includes:
 - the revenue budget for 2007/08 (Annex 1) to show the existing budgets
 - the budget adjusted and rolled forward from 2007/08 into 2008/09
 - the provisional allocation of pay and price increases for the portfolio
 - officer proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
 - fees and charges proposals (see separate report)
 - other revenue budget options for consultation (Annex 4)
 - the existing approved capital programme (Annex 5)
 - options for new capital schemes (Annex 6).

- 2 Budget Council will be held on 21 February 2008 and will make decisions on the overall budget for the Council. Proposals for savings/growth currently being considered by the individual EMAP meetings will not result in a balanced budget and the Executive Members will also have to consider other options. Options relating to this portfolio are shown in Annexes 4 and 6. In order to facilitate the decision making process the Executive are meeting on 12 February 2008 to consider the preferences identified by the individual portfolio Executive Members and the results of the consultation exercise.

- 3 The City Strategy Executive Member is therefore asked to consider the budget proposals included in this report and identify their preferences after considering the proposals in Annexes 2 and 3 which will be considered by the Executive as part of the consultation exercise. In particular Member advice is sought on the items listed for consultation in Annexes 4 and 6, which at present do not currently form part of the intended budget, but which may need to (see paragraph 2). EMAP is invited to provide comments on the budget proposals in this report.

Background

- 4 The Council's Financial Strategy was adopted by the Executive on 11 September 2007. This paper is the result of ongoing work against this agreed framework.
- 5 The provisional Local Government Finance settlement for 2008/09 was issued on 6 December 2007 and it also included indicative figures for 2009/10 and 2010/11 which will enable the Council to consider future budget issues. The provisional settlement for 2008/09 indicated that the government has transferred £2.626m from service specific grants into the general (Revenue Support) grant. Formula damping, by which the government try to ensure that there is a limit to large gains/losses to Council's from formula changes, is still in force. The proposed funding positions are that in real terms general grant will increase by £1.39m (3.63%) in 2008/09, £1.17m (2.75%) in 2009/10 and £1.11m (2.56%) in 2010/11.
- 6 It should be noted that this is a *provisional* settlement, and, as such, it is likely to change following consultation. As it is a three-year settlement it is likely that the large grant losers who have significant resources at their disposal will be lobbying hard for changes to be made in their favour. It is also likely that there may be errors/changes to the data used by the DCLG when the final settlement is announced.

Budget Proposals for City Strategy

- 7 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs. The annexes also contain other potential growth and savings items which at this stage are not being recommended to Members.

Table 1 - Summary of Budget Proposals

	Para. Ref	£'000
Base Budget 2008/09	8	13,840
Provisional allocation for pay increases	9	229
Provisional allocation for price increases	10	184
Other Budget Pressures:	11-13	
Superannuation increase		29
Staff Increments		141
Full year effect of 2007/08 savings items	14-15	330
Service Pressure proposals (Annex 2)	17-18	2,960
Savings proposals (Annex 3)	19-21	-690
Increase in concessionary fares grant	22	-1,112
Proposed Budget 2008/09		15,911

Base Budget (£13,840k)

- 8 This represents the latest budget reported to Members, updated for the full year effect of decisions taken during 2007/08, e.g. supplementary estimates.

Provisional Pay Inflation (+£229k)

- 9 These calculations are based on a pay increase for APT&C of 2.5%. The negotiations for the 2008/09 settlement have not yet started, although there is pressure from the Treasury that increases are kept under 2%.

Provisional Price Inflation (+£184k)

- 10 The budget proposes that, due to the underlying low rate of inflation, there is a general price freeze on most budgets. The amount allowed for price inflation is to fund known price increases, e.g. contract payments. Increases for fees and charges are included in the savings proposals.

Other Budget Pressures (+£170k)

- 11 These represent pressures over which the service has no influence, e.g. changes to funding and expenditure which are due to national policy initiatives.
- 12 Staff increments for the year are calculated at £141k. This excludes increments for staff funded by external income/grants.
- 13 The triennial valuation of the Council Pension Fund is recommending an increase to employer superannuation contributions. The increase of £29k is based on a superannuation rate of 18%.

Full Year Effect of 2007/08 Saving Items

- 14 Several saving items were approved in 2007/08 where there is either a full year cost or a non-recurrence in 2008/09.
- 15 The costs shown in Table 2 below represent the additional funds needed in 2008/09

Table 2 - Full Year Costs of 2007/08 Savings

	£'000
Additional Costs due to one-off Savings in 2007/08	
Parking Income – net loss of income due to loss car parking spaces at Shambles, Haymarket and on-street parking in Hungate area.	350
Additional Savings in 2008/09 from increasing 2007/08 Saving Items	
Park & Ride Contract – full year additional income from new Park & Ride tender	-20
Total Full Year Costs	330

General Contingency

- 16 Members should note that there are potential expenditure pressures that may materialise in 2008/09 but which are not yet certain or not quantifiable at this stage. The issues are listed in Table 3 below and it is assumed that if they materialise then funding will be requested from the General Contingency.

Details of the contingency pressures are shown in Annex 2.

Table 3 - Contingency Issues for 2008/09

	£(000)
Contingency Issues for 2008/09	
Parking - downturn in PCN income	180
Warping - increased pressure on budget	15
Cost pressures of current Dial & Ride service	46
Dealing with flooding emergencies	60
Highways PFI	750
Development of Access York Transport Study	164
Concessionary Fares	200
Total	1,415

Service Pressures (+£2,960k)

- 17 In the Finance Strategy report to the Executive on 11 September 2007 a sum of £7.828m was included as the estimated amount that would be needed to meet increasing demand for services and to allow for reprioritisation of service provision.
- 18 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for City Strategy. The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives.

Savings Proposals (-£690k)

- 19 Members will be aware that the 2007/08 budget savings were significant and that all Directorates are operating within a tight financial environment. In seeking to achieve savings for the 2008/09 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council. Instead they have concentrated on initiatives that;
- improve quality and efficiency
 - take advantage of ongoing service and/or Best Value reviews
 - generate income
 - address budgetary underspends
 - improve cash flow and interest earnings
 - generate savings from the technical and financial administration functions of the Council
- 20 In addition to the initiatives above the list of savings also includes proposals to increase fees and charges (see also section below). Generally these are increasing by 2.5% but this is varied by directorates as they are affected by

national constraints/requirements.

- 21 Annex 3 shows the full list of savings proposals for the City Strategy portfolio.

Increase in Concessionary Fares Grant (-£1,112k)

- 22 From 1st April 2008 all people aged 60 and over will be entitled to a bus pass allowing free travel on any local bus services across the country. The bus companies will be reimbursed by the Local Authority where the journey begins. This significantly impacts upon York being a tourist destination and also having a very successful Park & Ride service. The Government has set aside £212m nationally to fund the additional costs anticipated in operating the new scheme. The share for City of York Council totals £1.112m .

Fees and Charges

- 23 The details of the proposed fees and charges for the services provided by this portfolio are set out in a separate report. Where fees and charges increases are leading to additional revenue they have been included in Annex 3.

Capital Programme

- 24 The Council's existing capital programme is shown at Annex 5.
- 25 The resources to fund new capital schemes are limited. Overall the existing programme is anticipated to generate a small receipts surplus of £0.6m, however, it is unlikely that there will be any new major receipts as all surplus land holdings have either been sold or are earmarked to be sold for existing commitments. A maximum of £1.25m is expected to be available for new schemes as part of the 2008/09 – 2010/11 programme, which if fully committed, leaves no contingency if sales are not made at their expected values. Against this background Officers have prepared a list of possible schemes to be considered for this portfolio. These are shown at Annex 6.

Consultation

- 26 This paper forms part of the Council's budget consultation. The other streams being undertaken include a recently held public meeting where participants sat at tables and tried to produce a balanced budget after considering growth and saving priorities, a leaflet circulated city wide with a fold-out return part, fora and a web-based process.

Options

- 27 As part of the consultation process Members of EMAP are asked for their comments or alternative suggestions on the proposals shown in Annexes 2, 3, 4 and 6.

Analysis

- 28 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

29 The budget represents the opportunity to reprioritise resources towards corporate priority areas. Key examples of this happening within this portfolio area are:

- The growth proposals for Waste procurement contribute to the priority to “decrease the tonnage of bio-degradable waste and recyclable products going to landfill.”
- The growth proposals for Concessionary Fares should lead to an increase in the use of public and other environmentally friendly modes of transport as the new transport arrangements make public transport a better economic alternative to the car.

Implications

30 The implications are:

- **Financial** - the financial implications are dealt with in the body of the report.
- **Human Resources** – the savings proposed in Annex 3 include the potential loss of 1 full time equivalent post within the Directorate in Resources and Business Management, although it is anticipated that this can be achieved without the need for redundancy.

Where requested HR has been involved in the development of the budget proposals and has worked with local managers to identify the HR implications of the proposals. HR implications will be managed in accordance with established council change management procedures. As part of this process consultation with potentially affected staff and their representatives has been undertaken at corporate and departmental level and will continue throughout the budget setting process.

Despite this there is still a statutory requirement for collective consultation with both the trade unions and employees where 20 or more redundancies are proposed within a 90-day period or less. It is anticipated that the number of potential redundancies when the budget saving proposals become clearer, it will be necessary for the council to issue an Advance Notification of Redundancies (HR1) to the Department for Business, Enterprise and Regulatory Reform (formerly the Department of Trade and Industry) and the trade unions. Failure to do so could result in delays to redundancies taking place and penalties associated with non-compliance. The Council is required to issue this notification 30 days before the first dismissal takes place where there are between 20 and 99 redundancies proposed and 90 days before the first dismissal where there are 100 or more proposed.

The council's overall number of full time equivalent posts to be reduced is still yet to be established. Once this has taken place HR will confirm the required duration of the collective consultation and notification periods. Line managers must not issue notices to dismiss employees before the collective consultation and statutory consultation process has concluded.

- **Equalities** - there are no equality implications to this report.
- **Legal** - there are no legal implications to this report.
- **Crime and Disorder** -there are no specific crime and disorder implications to this report
- **Information Technology** - there are no information technology implications to this report.
- **Property** - there are no property implications to this report
- **Other** -there are no other implications to this report

Risk Management

- 31 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.
- 32 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. This year has demonstrated the difficulty of achieving this. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

- 33 The Executive Member Advisory Panel is invited to consider whether the budget proposals are in line with the Council's priorities.
- 34 The Executive Member Advisory Panel is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 35 The Executive Member Advisory Panel is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 36 The Executive Member Advisory Panel is invited to provide comments on the capital proposals which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 12 February 2008.
- 37 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 38 The Executive Member is asked to consider the budget proposals for consultation for City Strategy for 2008/09 contained in this report and listed

below and provide comments to be submitted to the Budget Executive on 12 February 2008.

- 2008/09 Base budget as set out in paragraph 8;
- Service Pressure proposals as set out in Annex 2;
- Savings proposals as set out in Annex 3;
- Other Revenue Budget Options for Consultation as set out in Annex 4;
- Options for New Capital Schemes in Annex 6

Reason: As part of the consultation for the 2008/09 budget setting process.

Contact Details

Authors:

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Director of Resources
Tel: 551100

Specialist Implications Officer(s)

Financial – Report Author
HR – Chris Tissiman, Acting Head of HR

Wards Affected: *List wards or tick box to indicate all* **All** ✓

Background Working Papers

Reports to individual EMAP meetings

Annexes

Annex 1 - 2007/08 Budget
Annex 2 - Service Pressure Proposals
Annex 3 - Savings Proposals
Annex 4 - Other Revenue Budget Options for Consultation
Annex 5 - Existing Capital Programme
Annex 6 - Options for new capital schemes

CITY STRATEGY**SERVICE PLAN****SUMMARY**

<u>DETAILED EXPENDITURE</u>		<u>COST CENTRE EXPENDITURE</u>	
DETAIL	2007/08 BASE BUDGET £'000	COST CENTRE	2007/08 BASE BUDGET £'000
Employees	9,133	City Development & Transport	12,436
Assets & Premises	5,625	Planning	914
Transport	224	Resource & Business Mgt	490
Supplies And Services	2,788		
Miscellaneous	583		
Recharges	6,513		
Capital Financing	5,402		
Concessionary Fares	2,681		
Gross Expenditure	32,949		
Income	(19,109)		
NET EXPENDITURE	13,840	NET EXPENDITURE	13,840

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CITY STRATEGY
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
	a) Service Pressures assumed within the report				
CSNG1a	<u>Concessionary Fares</u> Under the Concessionary Bus Travel Act the over 60s and the disabled can travel free of charge on buses in York and North Yorkshire from April 2006. In 2006/7 there was a shortfall in funding of £275k met from existing budgets. In 2007/8 there is projected to be a shortfall in funding of £440k as the numbers of people with passes increases as a result of the switch from travel tokens and as more use is made of bus services in the city.	440.00	440.00	440.00	
CSNG1b	<u>Concessionary Fares</u> Under the Concessionary Bus Travel Act the over 60s and the disabled can travel free of charge on buses in England from April 2008. The cost of the scheme must be met by the local authority. The local authority where bus user gets on pays the fare. The scheme will be supported by a government grant but this will not meet the full cost of the scheme. It is projected that there will be additional costs to CYC of £1.1m in 2008/09 for operating the new scheme.	1,100.00	1,100.00	1,100.00	
CSNG2	<u>Deregulation of Land Charges</u> The Dept of Communities and Local Government is preparing a Local Land Charges charging guidance document, that is expected to be implemented by 1st April 2008. This document will state that Local Land Charges should set search fees on a cost recovery basis only. The document will have Ministerial backing and local authorities will have to abide by its guidance. The Land Charges Service currently budgets to produce a surplus of £322k.	150.00	150.00	150.00	
CSNG4	<u>Building Control - Additional Resources</u> The statutory Central Audit requirement for Building Control is to break even over a 3 year period. CYC Building Control made an operating surplus of £500k between the years 2004/05 to 2006/07. The bid will allow for a reduction in the assumed level of income as well as staffing support for the function.	50.00	50.00	50.00	
CSRG1	<u>Withdrawal of Planning Delivery Grant</u> Planning Delivery Grant awarded for planning performance, will no longer be available to Local Planning Authorities. The current budget for Planning Delivery Grant within Development Control is £310k.	310.00	310.00	310.00	
CSUG2	<u>Increase inspection regime at Oulston Reservoir</u> The Council has a statutory duty to maintain Oulston Reservoir at the head of the River Foss under the Reservoirs Act 1975. The latest ten year Engineer's report recommends for safety reasons that the frequency of Supervising Engineer's inspections should be increased to 9 monthly from annual and that the Council's routine visits should increase to fortnightly from monthly. The reason for the increase is due to the age of the reservoir and the higher risk rating it has received.	8.00	8.00	8.00	
CSUG3	<u>Internal Drainage Board / Regional Flood Defence Committee levies</u> Payment of increased levies to the Environment Agency and Internal Drainage Boards. It is based on 5% inflation (£30k) as well as an assumed increase in the EA levy based on an anticipated request from the Regional Flood Development Committee (£11k)	41.00	41.00	41.00	
CSYG3	<u>Withdrawal of Evening Parking Charges to residents</u> At a meeting of the Urgency Committee on 26 June 2007 it was agreed that Minster Badge holders be allowed to park free of charge in the evening. The implications of that decision are that there will be a shortfall in the revenue income from the car parking account. The anticipated lost income arising from this decision is £75k.	75.00	75.00	75.00	

CITY STRATEGY
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
CSYG5	<u>Waste Strategy - Procurement Development</u> Continuation of one off budget for PFI procurement, for years 4 and 5. The budget funds procurement and salary costs for delivering waste PFI contract, taking the partnership through the competitive dialogue approach. The project is essential for council to achieve long term LATS issues.	200.00	200.00	0.00	✓
CSYG6	<u>Local Development Framework Development Costs</u> Under the new planning framework the Council is required to prepare a Local Development Framework. The preparation is monitored by DCLG against the Local Development Scheme. The scheme contains a timetable for production of the framework setting exact dates to be met to ensure adoption of the Core Strategy by the end of 2009. Work has been progressing toward that date and the council is on target to achieve that. The LDF will set the planning framework for the city for the future against which future development may be assessed. It will by its nature be a package of elements that are constantly being revised and updated as circumstances change. The funding is the second and third year of a three year programme to support the preparation of the LDF with additional in house staff, the preparation of the evidence base, and the costs attached to the consultation and examination on the core strategy.	225.00	224.00	0.00	✓
CSYG7	<u>York North West (British Sugar)</u> The York Northwest Area Action Plan (AAP) is a development document under the Local Development Framework. It will set the planning framework for an area of the city that will include the development sites of York Central and British Sugar. The preparation of a single AAP for both sites together will also allow a co-ordinated planning approach which will maximise the location of different uses and optimise planning benefit for the City. This development has been identified as one of 4 critical growth points in the Leeds City Region and has a regional significance for housing and employment. The funding is for the second and third year of a three year programme to support the preparation of the AAP with additional in house staff, the preparation of the evidence base, and the costs attached to the consultation and examination.	105.00	65.00	0.00	✓
CSDG1	<u>Revenue Implications of Local Transport Plan Expenditure</u> Additional investment through the LTP leads to pressure on revenue maintenance budgets. Schemes such as lighting schemes, junction improvements, traffic calming measures all lead to additional highway maintenance liability.	100.00	100.00	100.00	
CSPG4	<u>Advance Purchase Options for Waste Treatment Facilities</u> Revenue implications of advance land purchase for possible Waste Treatment Facilities as per Executive 23 Oct 2007.	31.00	31.00	31.00	
CSPG9	<u>Principal Bridge Inspections</u> The Principal Inspections (PI) of the bridge stock are now well overdue. The last inspections were carried out in the early 1990's to coincide with the introduction of the 40 tonne vehicles. An general visual inspection is carried out of all the bridges every 2 years. In accordance with the relevant code of practice the frequency of a PI inspection is once every 6 years and the inspections are carried out on the basis of 'being within in touching distance' of all parts of the structure at the time of inspection. The funding would support an ongoing programme of inspections. These inspections involve erection of staging, testing and hands on inspection. The outcome is a condition report, assessment and recommended repair and improvement work. A priority schedule of inspections has been prepared based upon the City's key bridges and a risk assessment.	80.00	80.00	80.00	

CITY STRATEGY
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
CSIG5	<u>Downturn in Section 38 Income</u> The number of highway adoption agreements entered into over the last three years has fallen from 12 to 6 and it is anticipated that this will not increase in the short term. As a result there is a shortfall in the income to support the service. However there are some significant developments being planned in the city in the medium term that will increase the levels of income back to support the service.	40.00	0.00	0.00	✓
CSIG13	<u>City Walls - review of maintenance requirement</u> Increase in the City Walls Revenue budget for day to day maintenance from £15k to £20k. The budget for general maintenance of the City Walls has been at the current level for 10 years. This uplift is required to help meet essential day to day costs of maintenance to railings, gates, signs, and walls and the increased costs imposed by H&S handling and access standards.	5.00	5.00	5.00	

Recurring Bids Total **2,390.00 2,390.00 2,390.00**One-off Bids Total **570.00 489.00 0.00****b) Service Pressures to be included within the contingency**

CSPG1	<u>Highways Private Finance Initiative</u> An Expression of Interest was submitted in 2006/07 for pathfinder status for highway maintenance PFI Project. We have recently been advised by DfT that we have been successful in being shortlisted as one of 5 authorities bidding for this project. A decision by DfT is expected in early spring. If the submission is successful and the Council decides to proceed to outline and final business case stages a project team will be assembled of in-house team and external advisors. The funding would be for the in house staff and external legal, financial and technical advisors. It would also be for the review of the highway asset to identify its extent and condition. It may be possible to include a number of these costs within any future PFI contract.	750.00	710.00	450.00	✓
CSPG6	<u>Development of Access York</u> Within LTP2 a project was described for the a major scheme bid that would support public transport in the city for the future and assist in addressing traffic congestion. Since the adoption of the LTP2 the Future York Group Report has been published and major new developments are planned for the city. The scheme will seek to provide major transport solutions towards 2029 based upon bus, rail, cycling and walking in tandem with the LTP programmes. The proposal is to prepare an outline business case suitable for submission to the regional transport board and to DfT. Possible content of the project may include improvements to the Outer Ring Road, additional park and ride sites with associated bus priority works.	164.00	0.00	0.00	✓
CSIG1	<u>Parking - downturn in penalty charge notice income</u> Due to a combination of a national increase in the level of compliance for parking contraventions, a reduction in the number of Parking Attendants, the reduction in the council's off-street parking stock and greater emphasis being given to the enforcement of on-street offences, there is a predicted shortfall of £180k in the level of income generated from the payment of penalty charge notices. Over recent years the level of penalty charge notices has fallen from over 28,000 in 2005/06 to a level of 23,000 in 2006/07 and a predicted level of 22,000 in 2007/08.	180.00	180.00	180.00	

CITY STRATEGY
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
CSIG9	<u>Dealing with flooding emergencies</u> The Council responds to flood emergencies which occur from rivers and more recently surface flooding from heavy rainfall. The current budget totals £20k and is regularly overspent. The proposal is to increase the revenue budget to meet the expected increase in river and rainfall flooding active in future years. Evidence from studies on climate change is showing that we can expect more flash floods in the summer periods and greater volumes of rainfall in the winters. These proposals align the budgets to be better prepared to deal with the events when they happen. The funding provides for deployment of Neighbourhood Services workforce and the provision of sandbagging and pumping equipment. The proposed budget provides a realistic assessment of the actual cost of dealing with the effects of flooding from both river and heavy rain.	60.00	60.00	60.00	
CSIG10	<u>Warping - increased pressure on budget</u> An effect of climate change is wetter winters that result in more river flooding events. Following these events the river side footways and esplanade are covered in silt that needs to be removed. In the last two years this has increased to 7 events a year against an average of 4 events in previous years. It is necessary to clean off the mud and silt from the riverside footways after each flood and the current revenue budget is inadequate to fund the level of work required. The current budget is £35k but based on the recent experience of the number of flooding events, this needs to be increased to £50k.	15.00	15.00	15.00	
CSIG11	<u>Dial & Ride Service</u> The Dial & Ride bus travel service is provided by York Wheels under agreement with the Council. The service provides a call up arrangement for those who have difficulty in using public transport to access services such as hospital and shops. The service is operated by York Wheels and funded by the Council. In recent years the cost of running the service has risen significantly with garaging, servicing of vehicles, fuel, insurance and management. The service was recently reviewed by Kendric Ash as part of the Collaborative Transport Project and it is intended that it will be integrated into that service in autumn 2008.	46.00	46.00	46.00	
CSNG1c	<u>Concessionary Fares</u> There are a large number of unknown factors about the impact of the new Concessionary Fares scheme from 1st April 2008. The actual number of non -York pass holders who will board buses in the council area cannot be quantified with any certainty. Depending on actual numbers taking using the scheme it may be necessary to seek additional funding.	200.00	200.00	200.00	

Recurring Bids Total 501.00 501.00 501.00One-off Bids Total 914.00 710.00 450.00

CITY STRATEGY
GROWTH PROPOSALS

Annex 2

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
c) Proposals not recommended for approval					
CSPG11	<u>Set aside to fund revenue implications of Waste PFI</u> Projections presented to the Executive in September 2006, March 2007 and July 2007 set out the significant increased costs associated with Waste Disposal / PFI project. It is an option to provide for the estimated increase in costs to the council from 2008/09, in order to prevent a significant cost increase at the time the contract commences.	500.00	500.00	500.00	
CSIG12	<u>Smarter Choices - Promoting Sustainable Travel</u> The development of a package of marketing, awareness and support measures that will achieve a significant modal shift to more sustainable forms of travel. The investment would enable a coordinated programme of effective publicity campaigns, promotional material and tailored information to be delivered to achieve a significant shift to the use of more sustainable forms of transport and travel such as bus, cycle and walking.	25.00	25.00	25.00	
CSIG17	<u>Contribution to City Region Transport Projects</u> City of York Council's contribution to the upkeep of a bespoke strategic transport model for the Leeds City Region used for modelling the effects of policy or transport measures or proposed development within the Leeds City Region, which encompasses York. The investment would enable City of York Council, in conjunction with the other authorities that comprise the Leeds City Region, to maintain a bespoke strategic transport model that is currently being constructed for the Leeds City Region to model the current transport network in the region and to predict the impacts of proposed policy, transport measures and development.	15.00	15.00	15.00	

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Ref	Brief Description	Net saving 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)
	<u>Saving proposals assumed in the report</u>			
CSLS1	<u>Reduction in Street Lighting Budget</u> With the new contract now in place there is the potential for a £40k saving on the new rates as opposed to the old rates. This is increasingly possible if, as part of the new strategy, the decision is made not to paint galvanized columns for the first 5 years (in most situations).	40.00	40.00	40.00
CSLS2	<u>Improvements in efficiencies across Resource & Business Management</u> Reduced costs of photocopying, printing and overheads across the department.	10.00	10.00	10.00
CSMS1	<u>Increase in RESPARK charges</u> A proposed increase of Respark permit charges. No proposed increase for small cars / low emission vehicles. An increase of 2.3% for first car, increase of 5% for second car and 10% for third car.	10.00	10.00	10.00
CSMS2	<u>Increase in standard stay car park charges</u> Increase charge for non Minster badge holders at Standard Stay car parks from £1.30 to £1.50 per hour. It is also proposed to increase on-street charges from £1.40 to £1.50.	250.00	250.00	250.00
CSMS3a	<u>Increase in Development Control Fees</u> Announced increase by the Government in fees for planning applications from April 2008. Increase of 11% for household applications and 25% for other.	165.00	165.00	165.00
CSMS3b	<u>Housing & Planning Delivery Grant</u> The Comprehensive Spending Review 2007 identified £500m for a Housing & Planning Delivery Grant (H&PDG) the focus of the grant was towards Housing and plan making. The proposal assumes a level of H&PDG (£145k) will become available to the service. The final allocations will not be known until Summer 2008.	145.00	145.00	145.00
CSMS4	<u>Introduce new charges within Development Control</u> Proposed charges for officer time in the negotiation and finalisation of Section 106 agreements and for research and information given to solicitors and businesses relating to the discharge of planning conditions and obligations.	45.00	45.00	45.00
CSMS5	<u>Review of Management Support arrangements in City Strategy</u> Reduce establishment by 1fte in management support. Proposal will result in reduced management support and may involve a redundancy.	25.00	25.00	25.00

Recurring Savings Total	690.00	690.00	690.00
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One-off Savings Total	0.00	0.00	0.00
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CITY STRATEGY
REVENUE BUDGET OPTIONS FOR CONSULTATION

Annex 4

Ref	Brief Description	Net Cost 2008/09 £(000)	Full Year 2009/10 £(000)	Full Year 2010/11 £(000)	One- Off
a) Other Growth Options					
CSUG1	<u>Inflation in cost of Highways Maintenance</u> Redress the impact of high levels of inflation on routine highway maintenance coupled with the adverse impact on revenue of the decline in capital expenditure, putting more strain on the revenue budgets to maintain more roads in poor condition. The average annual inflation for the highway maintenance is 7.4% based on the last 3 years. This is considerably higher than the RPI increase assumed in inflation figures. If the additional inflation is not provided it will lead to a real terms reduction in the value of the maintenance budgets.	110.00	110.00	110.00	
CSIG8	<u>Highways Drainage survey and repair</u> Heavy rainfall in June 2007 resulted in several areas around the city being flooding with some properties (living accommodation) being put at risk. In addition road gullies around the city failed to operate as effectively as they should resulting in localised road flooding. This has highlighted the poor quality of information we have about the extent and condition of our highway drainage systems. A survey is required of the network using different techniques and a programme of repairs and improvement work needs to be developed and agreed. Once the programme has been agreed work will need to be carried out to make repairs and improvements to the system. We will be working with other stakeholders including the Environment Agency, Yorkshire water and the Internal Drainage Boards on this project.	200.00	200.00	200.00	

Recurring Bids Total **310.00 310.00 310.00**One-off Bids Total **0.00 0.00 0.00****b) Other Savings options**

CSSH2	<u>Withdraw provision of bus tokens</u> Concessionary travel tokens are provided as an alternative to a concessionary bus pass. The tokens are valued at £40/claimant/year. It is estimated there could be c11,500 claimants in 2008/9 at a total cost of £460k. If tokens were withdrawn some will transfer to the concessionary bus pass at a higher cost and some will be lost to the scheme.	125.00	125.00	125.00	
CSSH4	<u>Reduction in support to subsidised bus services</u> There are 27 subsidised bus services and it is projected that they will carry approximately 600,000 fare paying passengers in 2007/8. Some of these are below the threshold of 11 passengers/bus hour and have significant subsidies / passenger. The proposed saving assumes the withdrawal of support to the following services 14,14A,18A,20,22 and 195. These services are all below the threshold, have a high subsidy or have alternative services available.	96.00	96.00	96.00	
CSS25	<u>Introduce concessionary arrangements at 09:30 rather than 09:00</u> The National scheme requires passes to be accepted on all buses after 09:30. The local scheme in York and North Yorkshire Concessionary Fares partnership allows travel after 09:00. To delay the introduction will lead to a small saving.	40.00	40.00	40.00	

Recurring Savings Total **261.00 261.00 261.00**

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Capital Budget - 2007/08 to 2010/11**Gross Expenditure by Department**

	Total Gross Capital Programme £000	Expenditure pre 2007/08 £000	2007/08 Revised Budget £000	2008/09 Revised Budget £000	2009/10 Revised Budget £000	2010/11 Revised Budget £000	Gross Capital Programme To be Funded £000
Children's Services	100,025	40,740	17,239	40,397	2,412	0	100,025
City Strategy (P&T)	47,778	19,588	9,535	6,990	6,113	5,552	47,778
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	55,979	19,807	9,453	8,449	8,927	9,343	55,979
Leisure & Heritage	15,911	3,754	2,951	6,943	2,063	200	15,911
Neighbourhood Services	2,941	1,795	694	452	0	0	2,941
Resources	49,254	6,559	6,062	16,004	17,516	3,113	49,254
Social Services	2,632	1,371	646	205	205	205	2,632
Total by Department	274,783	93,618	46,839	79,440	37,236	18,413	274,783

Total External Funds by Department

Children's Services	90,522	38,239	15,277	34,594	2,412	0	90,522
City Strategy (P&T)	33,936	9,977	7,815	5,903	5,276	4,965	33,936
City Strategy (Econ Devt)	0	0	0	0	0	0	0
Housing	53,831	17,859	9,253	8,449	8,927	9,343	53,831
Leisure & Heritage	4,576	2,136	811	1,629	0	0	4,576
Neighbourhood Services	1,496	1,135	361	0	0	0	1,496
Resources	31,921	3,652	2,553	6,660	17,138	1,918	31,921
Social Services	728	323	405	0	0	0	728
Total External Funds by Department	217,010	73,321	36,475	57,235	33,753	16,226	217,010

Total CYC Funding required by Department

Children's Services	9,503	2,501	1,962	5,803	0	0	9,503
City Strategy (P&T)	13,842	9,611	1,720	1,087	837	587	13,842
City Strategy (Econ Devt)	263	4	259	0	0	0	263
Housing	2,148	1,948	200	0	0	0	2,148
Leisure & Heritage	11,335	1,618	2,140	5,314	2,063	200	11,335
Neighbourhood Services	1,445	660	333	452	0	0	1,445
Resources	17,333	2,907	3,509	9,344	378	1,195	17,333
Social Services	1,904	1,048	241	205	205	205	1,904
Total Capital Receipt Funding required	57,773	20,297	10,364	22,205	3,483	2,187	57,773

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Options for New Capital Schemes

Annex 6

Ref	Scheme Name	Scheme Summary	Gross Costs			CYC Costs		
			2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000
CS1	City Walls Risk Reduction	To consolidate the £20k a year urgent works programme to a one off £65k bid to immediately address areas where there is a high risk of people falling from the walls.	65 ⁽⁺⁴⁵⁾	0 ⁽⁻²⁰⁾	0 ⁽⁻²⁰⁾	65	0	0
CS2	City Walls Rolling Programme	This bid continues the rolling programme, established in 1991, of essential repair and restoration to the City Walls. The bid will pay for works which will ensure the continued structural integrity and stability of the Walls.	90 ⁽⁺²³⁾	90 ⁽⁺²³⁾	90 ⁽⁺²³⁾	90	90	90
CS7	Highways R&R - Halting	Programme to halt the deterioration in the Highways Stock. This is the estimate to maintain the standard of the roads at existing levels over the next 3 years.	6,276 ^(+5,276)	6,451 ^(+5,701)	6,633 ^(+6,133)	6,276	6,451	6,633
CS9	LTP	The Second Local Transport Plan (LTP) is the council's five year strategic transport plan which runs from 2006/07 to 2010/11. The funding presented within this Bid is indicative and subject to confirmation in December 2007. The LTP is a statutory plan and the implementation is currently funded through borrowing approvals in the "single capital pot". Implementation of the plan includes expenditure on local safety and traffic management measures, pedestrian and cycle improvements, highway and bridge maintenance, new public transport infrastructure and other transport schemes as appropriate.	5,721 ⁽⁺⁵⁰⁰⁾	5,433 ⁽⁺⁵⁰⁰⁾	5,123 ⁽⁺⁵⁰⁰⁾	0	0	0
CS10	Oulston Reservoir Valve Repair	The Council is responsible for Oulston Reservoir in the Hambleton Hills, part of the Foss Navigation, since 1853. It has a statutory duty to maintain it under the Reservoirs Act 1975. The recent 10 yearly Inspecting Engineer's report requires the Council to rectify the problem of leakage through two valves installed in pipework 5 years ago. The Inspecting Engineer's report requires the Council to investigate and remedy this within 3 years. If this is not done a further Inspecting Engineer's inspection will be required, and continued inaction could result in prosecution by the Environment Agency as enforcement authority, or them carrying out the works and recharging the Council with the costs.	25	0	0	25	0	0
CS11	Road Safety Grant	The Capital element of the Road Safety Grant is used to support the enhancement of highway infrastructure to reduce the number of road casualties. These projects are complemented by the revenue element of the grant which funds campaigns and education to change driver behaviour.	44	43	42	0	0	0
CS3	Bridge Maintenance	To carry out a planned programme of bridge maintenance schemes which have resulted from a long term lack of investment in the Council's bridge stock.	220	220	220	220	220	220
CS4	City Centre Resurfacing	This scheme would enable large scale renewal of the existing flags and setts. They would be taken up, replaced as necessary and bedded correctly, eliminating trips, reducing ongoing maintenance costs and improving the appearance. Streets included are Blake St, Davygate, Feasgate, Market St, High Ousegate.	400	0	0	400	0	0

Options for New Capital Schemes

Ref	Scheme Name	Scheme Summary	Gross Costs			CYC Costs		
			2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000
CS8	Stonegate Resurfacing	A considerable amount of money has to be spent annually re-bedding the York stone flags in Stonegate. This scheme would enable all the existing flags to be taken up, replaced as necessary, and bedded correctly, eliminating trips, reducing ongoing maintenance costs and improving the appearance of this tourist attraction. Stonegate is hugely popular with visitors and should be in excellent condition to promote the city to visitors from across the world.	210	0	0	210	0	0



Meeting of Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy and Director of Resources

REVENUE BUDGET 2008/09 – CITY STRATEGY FEES AND CHARGES

Summary

1. This report advises Members of the proposed fees and charges for the City Strategy portfolio for the financial year 2008/09 and the anticipated increase in income which they will generate. The Annex to the report sets out the detail of the individual charges.

Background

2. The fees and charges for City Strategy are complex and varied. Some are controlled by regulation, some by national guidelines and others by market forces or the cost of administering the service. In the City Strategy Revenue and Capital budget report elsewhere on the agenda, Members are advised of the effect on the service of budget reductions. The level of fees and charges has been set against this background of severe financial constraint and service reductions. Income from fees and charges is a key factor in setting budgets and totals approximately £10.2 million for the City Strategy portfolio. In ensuring a balanced budget, it is therefore essential that income is at least maintained, if not improved.

Proposals

3. This section sets out the key elements for Members' consideration. Only those with significant income are highlighted.

Transport

Residents Parking

4. Residents parking schemes allow residents and visitors to park near their property. The council recovers the costs of administration and enforcement of residents parking schemes through charges for permits. For 2008-09 it is proposed to increase charges by the rate of inflation with a residents permit increasing from £88 to £90, with a 5% rise for second permits and 10% rise for third and fourth permits. However, there is no increase proposed for the price of visitor permits.

Car Parking

5. The current budget for parking income totals £6.4 million and is therefore very important to the overall budget.
6. Car park prices have remained fixed since 2004/05 with the exception of reducing the cost of parking at Foss Bank to 70p an hour in 2006/07 and the decision to stop charging for Minster badge holders in the evening from August 2007. This has put pressure on other budgets as costs have increased without any additional income raised from the assets.
7. As part of the budget consideration it is proposed to freeze all parking charges for 2008-09 for Minster badge holders and to increase charges in standard stay car parks for non-residents by 20p from £1.30 to £1.50 per hour. The cost for on-street car parking is proposed to increase from £1.40 to £1.50 per hour. The arrangements in place at Micklegate and Priory Street for parking under one hour will continue.

Penalty Charge Notices

8. The Traffic Management Act 2004 introduces new penalties for offences commencing on 31st March 2007. Depending on the seriousness of the offence the penalty will either increase from £60 to £70 (mainly for on-street offences) or decrease to £50 (mainly for off-street offences). A full report outlining all the changes is being taken to the Executive on 15th January 2008.

Cycle Training

9. Fees for cycle training have been frozen for the last three years. A significant source of income over this time has also come from training cycle trainers from other local authorities but recently demand has dropped leading to a shortfall in income in 2007/08. An increase in fees for would help to reflect the overall cost of training provision as well as alleviating the income shortfall.

Planning

Building Control

10. Following the deregulation of the building control function Members have discretion to set the fees for this service. The Council has agreed to participate in the Local Government Association (LGA) Model Charges Scheme in which all participating authorities agree to set their fees within a + or -10 % band. York, in common with many other authorities, has adopted the prescribed fees. The fees cover three areas of activity: - domestic alterations, housing developments and commercial developments. Due to Governmental guidance on Building Control income and use of surpluses, it is not intended to increase charges in the forthcoming year. It is however intended to reduce the number of charge bands within the fees to simplify matters for customers.

Land Charges

11. In 2006/7 Members established the fee levels for over the counter searches of £133 for domestic properties, £155 for business properties, £40 Solicitors Optional enquiries and £98 for electronic searches received through NLIS (National Land Information Service).

13. As advised to Members previously, a report was to be published by Government, concerning the way fees for Local Land Charge services were set. This report has been delayed and the draft report has only recently (December 2007) been approved by DCLG and Ministers. The report is likely to recommend that fees for local land charges search services, are set on a cost recovery basis. The consultation will take place over a 12 week period and will be linked to the publication of draft guidance on access to local authority information needed for the completion of property searches. It is anticipated that the consultation on setting fees will be published in January 2008, and dependent on the response to the respective consultation documents it is anticipated that both the access and costing guidance will be implemented on 1st June 2008. Currently work is proceeding to establish cost recovery costings for searches. When this information is available it will be necessary to amend charges accordingly.
14. A report will be brought back to Members when the guidance is issued and interpreted. Until this time it is proposed to leave fee levels at 2006/07 levels.

Planning

15. The review of planning costs and fees by DCLG has recommended the introduction of a new £85 fee to handle the discharge of conditions imposed by a planning permission for non-householder developments (£25 for householder developments).
16. Elsewhere within the report the recommendations are
 - A fee increase of 11% (£15) for householder applications
 - An overall 25% increase for other fees
 - A new maximum fee of £250,000 (or £125,000 if an outline application) for all except minerals and waste applications
17. A draft Statutory Instrument will be put before Parliament in January 2008 and, if approved, the Town and Country Planning (Fees for Applications and Deemed Applications) Regulations 1989 would be amended. The effective date for these changes will be 6 April 2008.

Consultation

18. This paper commences the Council's budget consultation, both in terms of formal discussions with the Business and Voluntary sectors, but also as a mechanism for the public to comment on the proposals made in the report.

Options

19. Members of EMAP are asked for their comments or alternative suggestions on the fees and charges proposals shown in the Annex.

Analysis

20. All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

21. Fees and Charges proposals are a key element of the Council's budget process. Where fees can increase above inflation to provide savings this can free up resources to deal with key council priorities. The use of discounted prices for short cars and those with low emissions assists in the priority to "increase the use of public and other environmentally friendly modes of transport".

Implications

Financial

22. The financial implications are dealt with in the body of the report.

Other Implications

23. There are no Human Resources, Equalities, Legal, Crime and Disorder or Information Technology, Property or Other implications to this report

Risk Management

24. The budget for city strategy is supported by income from fees and charges totalling £10.2m. Fees and charges levels are therefore of major significance in ensuring a balanced budget is set. The income from fees and charges will continue to be monitored through two mid-year monitoring reports and the final Revenue Outturn report for the year.

Recommendations

25. The Executive Member Advisory Panel is invited to provide comments on the fees and charges proposals for consultation for 2008/09 contained in this report.

Reason: As part of the consultation for the 2008/09 budget setting process.

Contact Details

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Director of Resources

Report Approved Date 20 December 2007

Specialist Implications Officer

Finance : Report Author

Wards Affected:

All

For further information please contact the author of the report.

Annex – Fees and Charges Proposals 2008/09

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Proposed Car Parking Tariffs from 1st April 2007

a) Off-Street Car Parks

Note			Daytime Charges						Evening	24 hour	
			< 1 Hour	1-2 Hours	2-3 Hours	3-4 Hours	4-5 Hours	Over 5 hours	6.00pm to 08.00am	Charge using mobile phone	
Short Stay	1	Resident	£1.70	£3.40	£5.10	£6.80	£8.50		£1.00		
		Non-Res	£2.00	£4.00	£6.00	£8.00	£10.00		£2.00		
Standard Stay	2	Resident	£1.00	£2.00	£3.00	£4.30	£5.50		£1.00		
		Non-Res	£1.30	£2.60	£3.90	£5.50	£7.00	£9.50*	£2.00	£10.00*	
Foss Bank*			70p per hour								
Kent Street		Resident	£0.90	£1.80	£2.70	£4.00	£5.00				
		Non-Res	£1.20	£2.40	£3.60	£5.00	£6.50	£8.00*			
Bishopthorpe Rd*			£0.20	£0.40	£0.60						
East Parade*		<30 mins =£0.20	£0.40	£2.80	£4.20						
			< 1 Hour	1-2 Hours	2-3 Hours	3-4 Hours	4-5 Hours	5-6 Hours	6-7 Hours	7-10 Hours	10-24 Hours
Shambles*			£1.40	£2.80	£4.20	£5.50	£7.00	£8.00	£9.00	£10.00	£25.00
			<2 Hours	2-5 Hours	5 – 12 Hrs	Mrkt Tradrs					
Foss Islands*			£3.30	£5.00	£8.00	£1.60					
			Summer	< 1 Hour	<3 Hours	Over 3 hours	Winter	<1 hour	Over 1 hour		
Union Terrace/Kent St			Coaches	£5.00	£8.00	£11.00	Coaches	£5.00	£8.00		

Note 1

Bootham Row, Castle and Piccadilly

Note 2

Castle Mills, Esplanade, Haymarket, Marygate, Monk Bar, Nunnery Lane, Peel Street, St. Georges, Union Terrace

b) On Street Parking

			Daytime Charges			Evening	Streets Included
			< 30mins (Micklegate Only)	< 1 Hour	1-2 Hours	6.00pm to 08.00am	
Standard Rate		Resident	n/a	£1.40	£2.80	£1.00	The Crescent, Carmelite St, Dundas Street, George Street, Lawrence Street, Lord Mayors Walk, North St, Palmer Lane, Piccadilly, Skeldergate, Tanner's Moat, Toft Green, Walmgate
		Non-Res	n/a	£1.40	£2.80	£2.00	
Micklegate & Priory Street		Resident	£0.20	£0.40	£2.80	£1.00	No charges on Sundays between 8am and 1pm
		Non-Res	£0.20	£0.40	£2.80	£2.00	
City Centre Footstreets		Resident				£1.00	Blake St, Duncombe Place, Fossgate, Goodramgate, Lendal, Piccadilly, St Deny's Road, Stonebow, Walmgate.
		Non-Res				£2.00	
Respark Areas*			n/a	£0.60			

* No Residents discounts available

Proposed Car Parking Tariffs from 1st April 2008

a) Off-Street Car Parks

Note			Daytime Charges					Evening	24 hour
			< 1 Hour	1-2 Hours	2-3 Hours	3-4 Hours	4-5 Hours	Over 5 hours	6.00pm to 08.00am
Short Stay	1	Resident	£1.70	£3.40	£5.10	£6.80	£8.50	free	
		Non-Res	£2.00	£4.00	£6.00	£8.00	£10.00	£2.00	
Standard Stay	2	Resident	£1.00	£2.00	£3.00	£4.30	£5.50	free	
		Non-Res	£1.50	£3.00	£4.50	£6.30	£8.00	£10.00*	£10.00*
Foss Bank*			70p per hour						
Bishopthorpe Rd*			£0.20	£0.40	£0.60				
East Parade*		<30 mins =£0.20	£0.40	£3.00	£4.50				

	<2 Hours	2-5 Hours	5 – 12 Hrs	Mrkt Tradrs
Foss Islands*	£3.30	£5.00	£8.00	£1.60

	Summer Coaches	< 1 Hour	<3 Hours	Over 3 hours	Winter Coaches	<1 hour	
Union Terrace/Kent St		£5.00	£8.00	£11.00		£5.00	£8.00

Note 1 Bootham Row, Castle and Piccadilly

Note 2 Castle Mills, Esplanade, Haymarket, Marygate, Monk Bar, Nunnery Lane, Peel Street, St. Georges, Union Terrace

b) On Street Parking

			Daytime Charges			Evening	Streets Included
			< 30mins (Micklegate Only)	< 1 Hour	1-2 Hours	6.00pm to 08.00am	
Standard Rate	Resident	n/a	£1.50	£3.00	free	The Crescent, Carmelite St, Dundas Street, George Street, Lawrence Street, Lord Mayors Walk, North St, Palmer Lane, Piccadilly, Skeldergate, Tanner's Moat, Toft Green, Walmgate	
	Non-Res	n/a	£1.50	£3.00	£2.00		
Micklegate & Prioxy Street	Resident	£0.20	£0.40	£3.00	free	No charges on Sundays between 8am and 1pm	
	Non-Res	£0.20	£0.40	£3.00	£2.00		
City Centre Footstreets	Resident				free	Blake St, Duncombe Place, Fossgate, Goodramgate, Lendal, Piccadilly, St Deny's Road, Stonebow, Walmgate.	
	Non-Res				£2.00		
Respark Areas*		n/a	£0.60				

* No Residents discounts available

FEES AND CHARGES 2008/09**PARKING SERVICES - SCHEDULE OF SEASON TICKET CHARGES**

		2007/08	Proposed	Increase	Effect of
		Current	Charge	Over 2008/09	Increase
		£	£	%	£
Annual Season Ticket	Discount vehicle rate	£497.50	£497.50	0.00%	
	Standard rate	£995.00	£995.00	0.00%	
Monthly Season Tickets					
Standard Stay car parks	Discount vehicle rate	£50.00	£50.00	0.00%	
	Standard rate	£100.00	£100.00	0.00%	
Weekly Season Tickets					
Preferential phone rate only					
Standard Stay car parks	Discount vehicle rate	£20.00	£20.00	0.00%	
	Standard rate	£40.00	£40.00	0.00%	
Contract Parking (Bulk) - ie 10 or more purchased at the same time					
Foss Bank - Annual		£300.00	£300.00	0.00%	
Contract Parking (City Centre Resident 24 hour)					
Foss Bank - Monthly	Discount vehicle rate	£30.00	£30.00	0.00%	
	Standard rate	£60.00	£60.00	0.00%	
Foss Bank - Annual	Discount vehicle rate	£325.00	£325.00	0.00%	
	Standard rate	£650.00	£650.00	0.00%	
Surface - Monthly	Discount vehicle rate	£25.00	£25.00	0.00%	
	Standard rate	£50.00	£50.00	0.00%	
Surface - Annual	Discount vehicle rate	£288.00	£288.00	0.00%	
	Standard rate	£576.00	£576.00	0.00%	
Frequent User Pass	PCN Discounted (Higher/ Lower)				
Non-Resident - Annual	Standard rate	£120.00	£120.00	0.00%	
	Discount Rate	£60.00	£60.00	0.00%	
Non Resident - Quarter	Standard rate	£40.00	£40.00	0.00%	
	Discount Rate	£42.00	£42.00	0.00%	
Resident - Quarter	Standard rate	£21.00	£21.00	0.00%	
	Discount Rate	£10.50	£10.50	0.00%	

Note

Discount vehicle rate means a vehicle 2.7m or less in length OR a low emission vehicle within the DVLA defined BAND A or B

FEES AND CHARGES SCHEDULE 2008/2009

ANNEX

Note : Vat is chargeable at the appropriate rate

SERVICE	2007/08		2008/09		
	Current Charge £		Proposed Charge £	Increase Over 2007/08 %	Effect of increase £
Transport and Highway Fees and Charges					
Parking Services					
Special Control Permit	-Standard *	88.00	90.00	2.3%	170
	Quarterly charge *	27.25	28.50	4.6%	0
Special Additional Permit	-Standard *	88.00	90.00	2.3%	20
	Quarterly charge	27.25	28.50	4.6%	0
Business Permit *		315.00	325.00	3.2%	620
Guest House Authorisation Card		315.00	325.00	3.2%	1,400
Multiple Occupancy Permit *		126.00	130.00	3.2%	260
Landlord's Permit *		126.00	130.00	3.2%	10
Household Permit	-Standard *	88.00	90.00	2.3%	8,000
	Quarterly charge *	27.25	28.00	2.8%	
	-Second	130.00	136.50	5.0%	3,450
	Quarterly charge	42.00	44.00	4.8%	
	-Third	256.00	282.00	10.2%	310
	Quarterly charge	69.25	76.50	10.5%	
	-Fourth	512.00	564.00	10.2%	0
	Quarterly charge	134.50	148.00	10.0%	
Visitor	-Standard	1.00	1.00	Nil	0
	-Concessionary	0.20	0.20	Nil	0
Doctors Permit *		42.00	43.00	2.4%	100
Discretionary (R37) Permit *		42.00	43.00	2.4%	300
Day use R37 Permit	- Standard	1.00	1.00	Nil	0
	- Charities	0.20	0.20	Nil	0
Authorisation Card without Permit		2.50	2.50	Nil	0
Property Renovation Permit	- Quarterly *	88.00	90.00	2.3%	10
	- Daily *	2.10	2.20	4.8%	0
Commercial Permit *		438.00	450.00	2.7%	120
Commercial Permit (Specific Zone) *		113.00	116.00	2.7%	0
Penalty Charge Notice (PCN) Full (Higher/ Lower) **		60.00	70.00/ 50.00	Nil	0
PCN Discounted (Higher/ Lower)		30.00	35.00/ 25.00	Nil	0
PCN Enforced (Higher/ Lower)		90.00	105.00/ 75.00	Nil	0
Vehicle Removal Charge		75.00	105.00	40.0%	0
Vehicle Storage Charge	Daily	6.00	12.00	100.0%	0
Vehicle Disposal Charge		25.00	25.00	Nil	0
Admin Fee		50.00	50.00	Nil	0
Replacement Permit Respark	First Replacement	Amount remaining on Permit	Amount remaining on Permit	Nil	0
	Second Replacement	120.00	120.00	Nil	0
	- Concessionary	40.00	40.00	Nil	0
Replacement Minster Badge	First Replacement	5.00	5.00	Nil	0
	Second Replacement	5.00	5.00	Nil	0

* 50% discount available for vehicles 2.7m or less in length or a low emission vehicle within DVLA defined Band A or B.

** after 30th March 2008, under Traffic Management Act 2004, PCNs will be issued at values of £70 (higher) or £50 (lower)

- this includes fixed charges for vehicle removal , storage & disposal

FEES AND CHARGES SCHEDULE 2008/2009**ANNEX**

Note : Vat is chargeable at the appropriate rate

SERVICE	2007/08	2008/09		
	Current Charge £	Proposed Charge £	Increase Over 2007/08 %	Effect of increase £
Highways Adoption Fees	7% of Scheme Costs	7% of Scheme Costs	n/a	-
Checking Developers Plans	£500 + 1% of estimated works	£500 + 1% of estimated works	n/a	0
Scaffold & Hoarding licences				
Initial consent and 1 month permission	46.50	48.00	3.2%	230
Each additional month or part thereof	26.00	27.00	3.8%	70
Skip licence	21.00	22.00	4.8%	1,100
Fee for dealing with unlicensed skip	31.00	32.00	3.2%	40
Cherry picker licences	46.50	48.00	3.2%	110
Building materials on highway licence	£5 per day (or part)	£6 per day (or part)	0.0%	10
Vehicle Crossing Fees - Flat Fee	40.00	41.00	2.5%	150
Road Closures (exc VAT and advertising costs) (Non-Commercial Events Exempt)	310.00	320.00	3.2%	1,320
Temporary Waiting Restrictions	113.50	116.00	2.2%	140
Brown Sign Applications	227.00	233.00	2.6%	60
Pavement Cafe Licences	464.00	475.00	2.4%	260
General Solicitor Highway Enquiries				
Simple	56.75	58.00	2.2%	220
Medium	77.50	79.00	1.9%	0
Complex	154.50	158.00	2.3%	40
Approval consent for House Builder signs	220.00	225.00	2.3%	30
Rental charge for House Builder signs on street furniture	£15 per month (or part) per sign	£15 per month (or part) per sign	Nil	
NRSWA (Set Nationally)				
Section 50 Licence Administration	150.00	150.00	Nil	
Special Permission Inspections	150.00	150.00	Nil	
Utility sample fee	21.00	21.00	Nil	
Defect finders fee	21.00	21.00	Nil	
Defect fee	21.00	21.00	Nil	
Special Permissions	£750 or 6%	£750 or 6%	Nil	
Dial and Ride				
- Single (pass holder)	1.50	1.50	0.0	
- Return (pass holder)	0.75	0.75	0.0	
- Return (pass holder)	2.50	2.50	0.0	
- Return (pass holder)	1.25	1.25	0.0	

FEES AND CHARGES SCHEDULE 2008/2009**ANNEX**

Note : Vat is chargeable at the appropriate rate

SERVICE	2007/08	2008/09		
	Current Charge £	Proposed Charge £	Increase Over 2007/08 %	Effect of increase £
Road Safety				
Children				
Pre Basic Cycle Training Level 1	£2 per child	£2.50 / child	25.0%	570
Basic Cycle Training Level 2	£10 per child	£12 per child	20.0%	2,330
Advanced Cycle Training Level 3	£5 per child	£6 per child	20.0%	210
Adults				
1:1 adult training (first hour)	£15 per adult	£16 per adult	Nil	
1:1 adult training (2 hours)	£20 per adult	£22 per adult	Nil	
Pedestrian Training				
School training by class (nb 2 x 1.5hr classes replace 3 x 1 hr classes)	15.00	25.00	11.1%	2,400
External Trainer Training	£400 per person	£400 per person	Nil	0
Planning fees and charges				
Land Charges				
Basic search - over the counter	133.00	133.00	Nil	
Basic search - electronic	98.00	98.00	Nil	
Business search	155.00	155.00	Nil	
Optional enquiries	40.00	40.00	Nil	
Additional enquiries	45.00	45.00	Nil	
Personal search				
Planning Register	15.00	15.00	Nil	
Highway Register	15.00	15.00	Nil	
Building Control				
Letter of confirmation }				
Completion Certificates }	30.00	30.00	0.0%	0
Approvals }				
Naming & Numbering				
1 - 2 units	25.00	25.00	Nil	
3 - 10 units	50.00	50.00	Nil	
10 - 100 units	100.00	100.00	Nil	
Over 100 units	150.00	150.00	Nil	
Development Control (* from 6 April 2008)				
Pre-application advice	35.00	35.00	Nil	0
Discharge of planning conditions (non-householder) *	N/A	85.00	NEW	
Discharge of planning conditions (householder) *	N/A	25.00	NEW	
Copies of S106 Agreements	40.00	40.00	0.0%	0
Other				
Tree Preservation Orders	30.00	31.00	3.3%	10
Sites & Monuments Record search	30.00	31.00	0.0	0
Total additional income				24,070



Meeting of Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy

City Strategy Financial Support to Voluntary Organisations 2008/2009

Summary

1. This report advises Members of the applications received for financial support from City Strategy's voluntary sector funding budget for 2008/2009. Members are requested to maintain existing three year funding agreements and to consider officer recommendations to award a number of one-year funding grants and Discretionary Rate Relief awards.

Background

2. In 2007/08 the Executive Member for City Strategy and Advisory Panel agreed four three-year funding agreements with organisations that will end in March 2010. A decision on these organisations is therefore not required, but Members should be aware that these existing funding agreements will consume a large proportion of the total budget for 2008/09. The organisations with three-year funding agreements are listed below:
 - **York Citizens Advice Bureau (CAB).** Free, high volume generalist and specialist advice provider to all who live/work in the city; helping to reduce poverty and exclusion by ensuring services accessible to most vulnerable groups/individuals; proactive/multi-agency approach.
 - **York Council for Voluntary Service (CVS).** Primary infrastructure organisation for Voluntary and Community Organisations (VCOs) in the city; supporting positive partnership working and capacity of VCOs to deliver services to meet needs of residents; enabling residents to become involved via forums, volunteering etc.
 - **York Racial Equality Network.** Promotes and provides independent information and support to victims of racial harassment and

discrimination; help co-ordinate multi-agency approach across city; facilitating involvement and consultation with black and minority ethnic (BME) communities in city.

- **Welfare Benefits Unit.** Second tier advice agency providing specialist advice and training to front-line advice providers and campaign work to maximise take up of benefits, which helps to reduce poverty. Partnership working across CYC /other agencies.
3. An annual review has been conducted with each of these organisations to ensure that they are carrying out the activities detailed in each Service Level Agreement. This review has included an assessment of performance and an analysis of accounts for the year ending 2007. The review concluded that all four organisations are complying with the requirements of their agreement. All the monitoring information is kept on file should Members wish to view it.
 4. Voluntary and community organisations (VCOs) wishing to apply for either grant funding or Discretionary Rate Relief (DRR) from City Strategy's voluntary sector funding budget for 2008/09 were required to complete an application form indicating how they meet the agreed criteria. This funding process is compliant with the York Compact (an agreement guiding the way in which local public bodies and VCOs work together in the city). Annex 1 sets out both the Council's general funding criteria and the criteria for City Strategy financial support.
 5. Properties used wholly or mainly for charitable purposes are eligible for 80% mandatory rate relief from the local authority funded by the government. This relief can be topped up at the discretion of the local authority in the form of Discretionary Rate Relief (DRR). Each £1 of DRR costs the Council 75p with the remaining 25p funded by the government. Historically DRR from this budget has been awarded at 12%.
 6. In a report to the Meeting of the Executive Member for City Strategy and Advisory Panel on 15 January 2007 it was proposed that a review considering future options for making most effective use of the City Strategy funding budget took place prior to the 2008/09 funding application process. This process has been delayed for a number of reasons:
 - A large proportion of the budget is tied up in three-year Service Level Agreements that run until March 2010.
 - The Council is proposing a wider review of the way it engages with the Voluntary and Community Sector and it seems sensible to combine the two processes.
 7. It is suggested that the review will be taken forward in 2008 and will be reported to Members in due course, but that any revised criteria do not

- come into effect until the 2010/11 round of applications (when the three-year Service Level Agreements have come to an end).
8. The budget currently available in 2008/09 (subject to approval at Budget Council) is £256,030. This budget needs to fund the four existing three-year agreements and the additional awards detailed in this report.
 9. VCOs funded through this budget have not received any inflationary increase in funding since 2004/05, which has meant a cut in real terms. This has a direct impact on VCOs ability to deliver services and limits their potential to take on new work. This situation also makes it extremely difficult for new services to be funded, as their applications are in direct competition with existing services for a limited total amount of funding.
 10. A growth bid for an additional £20,000 to the City Strategy voluntary sector funding budget is being considered separately at this meeting as part of the Directorate's budget plans for 2008/09. The £20,000 breaks down as a £7,900 inflationary increase across the budget based on 3% inflation; an additional £5,000 for the York Citizens Advice Bureau (CAB) to cover their increase in rental costs; and the remainder to fund additional applications from VCOs.

New applications for 2008/09

11. The following new applications for funding have been made to City Strategy's voluntary sector funding budget for 2008/9:
 - 10 applications for grant funding (linked to Service Level Agreements), of which 6 are from organisations with existing funding agreements.
 - 11 applications for Discretionary Rate Relief (DRR) – of which 6 are for DRR only and 5 are for DRR and grant funding.
12. The four organisations without existing funding agreements who have applied for grant funding this year are:
 - **York Older People's Assembly.** The York Older People's Assembly currently functions entirely with volunteers and their application seeks funding for part-time administrative support of 16 hours per week. They argue that without such support the current activities of the Assembly are unlikely to be sustainable.
 - **Older Citizens Advocacy York.** Older Citizens Advocacy York (OCAY) has applied for funding to support delivery of their service, which provides information and advocacy to all older people (50+) and aims to ensure that this group is not marginalised from society. Again the funding is required to ensure that OCAY can continue to deliver the service at the current level.

- **York Credit Union.** The Credit Union will carry a deficit from the 2006/07 year into the 2007/08 year. The total deficit across the two years will total £62,478. Their application for £25,000 will help the business to eradicate most of the 2007/08 estimated loss. The Credit Union is also making a number of additional grant applications to both expand its services and to build a sound capital and reserve base to support these developments in the longer term.
 - **York Unifying and Multicultural Initiative (YUMI).** YUMI aims to promote intercultural diversity in and around York through specific services, events and projects. The project they are seeking funding for is a collaborative social art learning experience aimed at young people and adults for whom access to the arts is not easily available, including BME groups, single parents etc.
13. At the Meeting of the City of York Council held on 28 June 2007 a motion was submitted that "The York Older People's Assembly, a registered charity representing the majority of York citizens over 50, call upon the City of York Council to urgently consider a grant of £6,000 so as to add to monies received by the Assembly from the North Yorkshire & York Primary Care Trust."
 14. The motion was amended to: "Council resolves to consider the request of the Older Persons Assembly, together with grant applications from other bodies, as part of the 2008/09 budget build process". On being put to the vote, the amendment was declared carried.
 15. The York Council for Voluntary Service is one of the organisations with a three-year funding agreement in place. They have submitted an application to increase the amount of grant they receive annually from £33,321 in 2007/08 to £34,150 in 2008/09.
 16. The total amount of funding applied for is £90,779 plus DRR at a cost of £17,433. The applications range in value from £250 to £25,000. Annex 2 summarises the applications received.
 17. Officers have assessed the applications for funding against the criteria. All the applications meet one or more of the City Strategy criteria for funding. Financial information has also been checked by officers in Accountancy. Application forms are kept on file should Members wish to view them.
 18. The shortfall between applications made and current budget available is £58,679.

Consultation

19. Voluntary and community sector (VCS) representatives of the York Compact Group were invited to attend a City of York Council 2008/09

budget seminar in December. This not only provided a mechanism to share information about the pressures, challenges and opportunities facing the council, but it also offered a route by which the views of these various groups could be fed into the decision making process.

20. Annual review meetings were held with the four organisations who have existing three-year Service Level Agreements with the Council. The general feedback received was that most VCOs have received no significant growth (if any) in their statutory funding for many years. As such they are struggling to continue delivering services at the current level and are unable to take on new work e.g. delivery against Local Area Agreement indicators for volunteering and civil legal advice. Whilst officers have been sympathetic to concerns, the current level of budget means that it is not viable to consider increasing the amount of funding provision to these organisations in 2008/09.
21. Consultation within the Council has taken place with officers in Resources, Performance and Improvement (Equalities Officer) and Civic, Democratic and Legal Services.

Options

22. It is clear from the shortfall between applications made and current budget available (see paragraph 18) that all applications cannot be met.
23. A further factor to be taken into account is that, if funding is to be taken away from organisations with existing one-year agreements, then the York Compact and legal advice require that sufficient notice is given, and that as a minimum this should be three months if the proposed reduction is likely to have a significant impact on the organisation.
24. Should the budget level remain in 2008/09 at the same level as 2007/08 a number of options for funding have been considered as follows:
 - A. Maintain the existing one year funding awards at the same level as 2007/08, and award Discretionary Rate Relief to all organisations who were successful in 2007/08 plus York Racial Equality Network and York Supervised Child Contact Service (Annex 3).
 - B. Reduce the existing one year funding awards by 20%, and award Discretionary Rate Relief to all organisations who were successful in 2007/08 plus York Racial Equality Network and York Supervised Child Contact Service. In addition award the remaining grant funding of £6,420 (made up of the 20% saving on existing one year funding awards) to one or more of the four new applications.

- C. Redistribute the available budget between all 10 applications for grant funding, including the 4 organisations without existing funding agreements, and the 11 applications for Discretionary Rate Relief.

Analysis

25. Option A is the recommended option as it provides continuity and eliminates the impact of any reductions in funding. The organisations with existing one-year funding awards have been identified as high priority as they meet some or all of the criteria for services which are cross-cutting, help to reduce poverty and exclusion, and help to build the capacity of the wider voluntary and community sector. This option means that there is not sufficient budget to award any new funding grants to organisations. However, the option does leave a small surplus to fund the two new applications for Discretionary Rate Relief. The York Racial Equality Network (YREN) did not apply for Discretionary Rate Relief (DRR) in 2007/08, but have since moved premises. It is proposed that DRR is awarded to YREN in 2008/09 as an add on to their three-year service level agreement. The York Supervised Child Contact Service (YSCCS) has been recruited by the York Family Mediation Service (YFMS) to enhance the work of the organisation. The YFMS received one-year grant funding and DRR in 2007/08 and it is proposed that these awards are maintained in 2008/09. The YSCCS did not apply for Discretionary Rate Relief in 2007/08, but their application can be accommodated in the 2008/09 budget and will support the work of the YFMS.
26. Option B is not recommended as, whilst enabling one or more of the new applications to be partially funded, existing one year funding awards would need to be reduced by 20%. Reducing existing funding awards by 20% would have a significant negative impact on those organisations affected. It is recognised that the difficulty in funding new applications is an issue that needs to be included in the review being proposed for the coming year. Should this option be approved officers would seek guidance from Members on the allocation of the £6,420.
27. Option C is not recommended as, whilst enabling new applications to be partially funded, this could only be achieved by making significant reductions in funding to other existing high priority services. In essence this is a more extreme re-distribution of funding to that detailed in Option B. Whilst new organisations would of course benefit, this option would present serious difficulties for organisations whose funding is reduced. It is also felt that re-prioritising funding on a year by year basis is not a sensible approach as VCOs require a degree of financial stability to effectively deliver against corporate and wider objectives. Should this option be approved officers would seek guidance from Members on the allocation of funding.

28. Should the £20,000 growth bid to the City Strategy voluntary sector funding budget be accepted Members are asked to approve the following additions to Option A:

- That the £7,900 inflationary increase (3% of total budget) is shared proportionately across the four organisations with three-year Service Level Agreements and the new one-year agreements being considered in this report.
- An additional £5,000 grant is awarded to York Citizens Advice Bureau (CAB) to cover their increase in rental costs.
- That the remaining £7,100 is awarded to one or more of the four new applications.

Recalculation of grant funding and DRR where both are payable

29. Each £1 of ‘grant’ awarded costs the Council £1; each £1 of DRR costs the Council 75p (with the remaining 25p funded by the government). Therefore where both grant and DRR are awarded there is an advantage in awarding 20% DRR and a reduced amount of grant. This gives the same value of award to the organisation but costs the Council less. The financial summary at Annex 3 shows that recalculating the financial awards in this way allows awards worth £261,817 to be made at a cost of £256,006.

Summary of recommendations

30. In summary, the recommendation is that if the 2008/09 City Strategy voluntary sector funding budget remains at the current level then it is awarded as follows:

Four organisations with existing three-year service level agreements as follows (note additional DRR award to York Racial Equality Network):

- | | | |
|--------------------------------|----------|----------|
| • York CAB | £126,618 | plus DRR |
| • York CVS | £33,321 | plus DRR |
| • Welfare Benefits Unit | £24,125 | |
| • York Racial Equality Network | £29,626 | plus DRR |

Renew existing annual service level agreements as follows:

- | | | |
|------------------------------------|---------|----------|
| • Cruse Bereavement Care | £450 | |
| • Centre for Separated Families | £ 9,000 | plus DRR |
| • Relate | £ 9,000 | plus DRR |
| • York Travellers’ Trust | £13,000 | plus DRR |
| • York Women’s Counselling Service | £400 | |
| • York Family Mediation Service | £250 | plus DRR |

Renew existing Discretionary Rate Awards, plus one new application from York Supervised Child Contact Service, as follows:

- Older Citizens Advocacy York DRR
- York Childcare DRR
- York Muslim Association DRR
- Samaritans DRR
- Yorkshire Rural Community Council DRR
- York Supervised Child Contact Service DRR

31. All awards for DRR will be made for the period 1 April 2008 – 31 March 2009. As the 2008/09 City Strategy Voluntary Sector budget has been fully allocated it will not be possible to provide further relief should the rates bill on any property increase. In the event of any increase in rates, the figures included in Annex 3 represent the maximum liability for DRR awards.

Corporate Priorities

32. The City Strategy voluntary sector funding programme supports a number of the seven direction statements included within the Corporate Strategy:
- The Council will provide strong leadership for the city using partnership to shape and deliver the Community Strategy for the city.
 - We want services to be provided by whoever can best meet the needs of our customers.
 - We will promote cohesive and inclusive communities.

Implications

Financial Implications

33. The proposed budget for City Strategy's voluntary sector funding in 2008/09 is £256,030. This amount is subject to approval at Budget Council on 21 February 2008. The total cost of all officer recommendations (excluding the growth bid) made in this report is estimated at £256,006.

Human Resources

34. There are no direct human resource implications arising from this report.

Equalities

35. Officers have been working with the Voluntary and Community Sector to discuss equality monitoring and to encourage them to make use of existing good practice.

Legal Implications

36. The awards set out in this report are made under section 47 of the Local Government Finance Act 1988 (discretionary rate relief) and section 2 of the Local Government Act 2000 (other financial assistance).

Crime and Disorder

37. There are no crime and disorder implications arising from this report.

Information Technology (IT)

38. There are no IT implications arising from this report.

Property

39. There are no property implications arising from this report. However, it is noted that York Citizens Advice Bureau occupy premises leased from the Council.

Risk Management

40. The potential risks in grant funding external bodies range from failure of the VCO to deliver the agreed service at the appropriate standard, to the closure of the organisation as a whole with consequential loss of funds. These types of risks have been considered and are dealt with through the application, assessment and agreement process put in place by the Council. This includes a financial assessment of the organisation and a requirement that organisations meet the relevant standards for their type of service and that appropriate insurances are held.
41. In addition, this year, due to this decision-making process taking place earlier in the year than usual, a small number of VCOs applying for funding have not been able to submit accounts for the year ending 2007 at the time of writing. In these cases officers have therefore examined accounts for the year ending 2006. It is proposed that, where funding is recommended and agreed, this is made subject to the receipt of satisfactory accounts for the year ending 2007. It is not anticipated that this will present any difficulties to the VCOs concerned as there should be ample time before actual funding awards are due to be made.
42. Measured in terms of impact and likelihood, the risk score for all risks has been assessed at less than 16. This means that at this point the risks need only be monitored as they do not provide a real threat to the achievement of the objectives of this report.

43. It should also be noted that funding is not released to an individual VCO until a service level agreement has been agreed and a signed copy returned to the Council.

Recommendations

44. That the Advisory Panel advise the Executive Member to approve Option A as set out in paragraph 24 and detailed in Annex 3 (subject to the outcome of Budget Council).

Reason: This provides continuity and eliminates the impact of any reductions in funding. These organisations have been identified as high priority as they meet some or all of the criteria for funding.

45. That the Advisory Panel advise the Executive Member to approve the additions to Option A set out in paragraph 28 if the additional growth bid is approved for the 2008/09 budget.

Reason: This will ensure that an inflationary increase is applied to all grants and will enable additional grant funding to be awarded to organisations.

46. That the Advisory Panel also advise the Executive Member to recommend that officers review the options for making the most effective use of the City Strategy funding budget during 2008 and that proposals are brought back to Members in due course.

Reason: This is so the most effective use can be made of the City Strategy voluntary sector funding budget in the future. It is recognised that the difficulty in funding new applications is an issue that needs to be included in this review.

Contact Details

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Report Approved



Date 28 December 2007

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Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

Applications are held in the Strategic Partnerships Team.
'Funding for voluntary and community organisations 2008/2009', booklet
produced by Strategic Partnerships Team, October 2007
Compact Guidelines

Annexes:

- Annex 1: Criteria for financial support (General and City Strategy)
- Annex 2: Summary of applications received
- Annex 3: Financial summary of recommendations

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GENERAL CITY OF YORK COUNCIL FUNDING CRITERIA

Council financial support for voluntary organisations will be directed to:

- Services or activities which meet defined needs in the Council's area
- Services for groups of people considered to be in special need
- Goals or activities which complement those of the Council and other organisations in the York area; in particular the Council's corporate priorities
- Organisations able to demonstrate the benefits of their activities to the community and to individual clients in particular
- Organisations complying with relevant legislation, including equalities legislation (in support of the Council's Equality Strategy)
- Organisations able to enter into service level agreements with the Council
- Organisations able to sign up to the York Compact

The Council will not fund:

- Services which it considers should be provided by other statutory bodies
- Groups working to further the aims of particular religious or party political organisations
- The activities of individuals

CRITERIA FOR CITY STRATEGY FINANCIAL SUPPORT

City Strategy funding is focused on services and activities which support the Council's social inclusion policy and the Inclusive City theme of the Community Strategy. The voluntary and community sector provides an extensive range of services, often working alongside the Council or other bodies to reach out to those individuals or communities who are vulnerable, facing short term problems or crises in their lives and who are at risk of social exclusion. The Community Strategy (and Local Area Agreement) supports a multi-agency approach to inclusion focusing on reduction of poverty, access to advice, finance and other services.

City Strategy funding is therefore focused on:

- Services or activities available on a citywide basis
- Services or activities which help to build the capacity of the voluntary and community sector as a whole
- Cross-cutting services or activities which help to reduce poverty and enable people and excluded 'communities of interest' to be socially included – in particular high quality advice and counselling services which help people to overcome some of the barriers to inclusion.

Applications for funding will be prioritised according to how well they:

- Meet identified needs in the city (including existing services)
- Provide clear outcomes from funding
- Engage with excluded or vulnerable communities of interest including black and minority ethnic communities
- Work alongside the Council and other agencies in a joint or multi-agency approach
- Contribute to the Council's York Pride and Safer City priorities (particularly for new funding)
- Provide value for money (including financial leverage)

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Annex 2

Summary of new applications received for City Strategy's voluntary sector funding 2008/09

Organisation & amount requested	Outline of service/activity	Recent funding history & any comments
Centre for Separated Families £10,000 plus DRR	Application for contribution to cost of Family Support service which supports separated families living in poverty/disadvantage across whole range of issues; helping to overcome & prevent social exclusion for children & families.	Funding awarded in 2007/8 £9,000 plus DRR. (Funding in place since 1996/7 at least.)
York Travellers Trust £20,000 + DRR	Contribution to core running costs of service which seeks to reduce exclusion & disadvantage of Travellers & encourage acceptance between settled & Travelling communities. YTT acts as a base for other services (e.g. PCT services) to link up with Travellers as well as a frontline service for Travellers.	Funding awarded in 2007/08 £13k plus DRR; £10k since 1998/99 at least; awarded funding of approx. £70K from Joseph Rowntree Charitable Trust over 3 yrs until 2008/09; sustainable core funding remains an issue.
Relate £12,000 + DRR	Contribution to provision of counselling service to couples, individuals, families & young people to build better relationships & prevent family breakdown with associated risks of poverty, parenting issues & social exclusion.	Funding awarded in 2007/08 £9,000 plus DRR. (funding in place at c.£10k since 1996/7at least). Relate relies heavily on financial contributions from clients who can afford contributions.
Cruse bereavement Care £500	Contribution to provision of free bereavement counselling to all including young people through schools.	Funding awarded in 2007/08 £450.
York Family Mediation Service £250 + DRR	Contribution to mediation service, enabling separating couples to make informed choices & decisions for future care of children & other issues.	Funded £250 plus DRR – in 2007/08.
York Women's Counselling Service £1,200	Contribution to costs of provision of free counselling service for women experiencing difficulties as result of current or past emotional stress or trauma; enabling women to move on from problems.	Funding awarded in 2007/08 £400; funded since 2000/01 (£300) increasing to £400 in 2004/5.

<p>Older Citizens Advocacy York (OCAAY) £10,000 + DRR</p>	<p>Contribution to advocacy service for older people (either individually or with groups) to help reduce exclusion; growing focus on support for older people who are vulnerable to abuse. Aim to work in partnership with range of CYC /VCOs.</p>	<p>Received DRR in 2007/08; has applied for funding for past few years but not awarded; receive regular funding from ward committees; awarded Big Lottery funding over 3 yrs until 2008/9 – but this leaves shortfall for full service.</p>
<p>York Older People's Assembly £10,000</p>	<p>OPA enable older people's voices to be heard & to help them shape policies that affect their lives (e.g. in developing LAA). Help lead & support older people's information fair & 50+ festival events. Application seeks funding for part-time administrative support to develop activity & ease burden on volunteers.</p>	<p>No award in 2007/08; has applied for four years but no funding awarded – except for help meeting costs of Info Fair.</p>
<p>York Credit Union £25,000 one-off funding</p>	<p>York Credit Union was launched in May 2006 and offers a viable alternative to the profit-driven activities of the majority of the financial services sector; savings and loans are particularly aimed at those people who live, work, study or volunteer within City of York, and who for a variety of reasons are unable to access mainstream financial services or who suffer financial exclusion.</p>	<p>c. £32K awarded between 2003-05 from this budget during set up of CU; new application to City Strategy Voluntary Sector funding budget for 2008/09. The CU will carry a deficit from the 2006/07 year into the 2007/08 year. The total deficit across the two years will total £62,478. The bid for £25,000 will help the business to eradicate most of the 07/08 estimated loss.</p>
<p>York Unifying and Multicultural Initiative (YUMI) £1,000 one-off funding</p>	<p>YUMI aims to promote intercultural diversity in and around York through specific services, events and projects. The project they are seeking funding for is a collaborative social art learning experience aimed at young people and adults for whom access to the arts is not easily available, including BME groups, single parents etc.</p>	<p>New application for 2008/09. Seeking one-off funding for project.</p>
<p>York Muslim Association DRR</p>	<p>Organisation aim – to provide means of social and mutual support to members – including teaching 'mother tongue' and of religious rights & services.</p>	<p>Awarded DRR in 2007/08; estimated award of DRR in 2008/09 £349.</p>
<p>Yorkshire Rural Community Council DRR</p>	<p>Organisation aim – to enable communities to improve the quality of life for all people living and working in rural areas.</p>	<p>Awarded DRR in 2007/08; estimated award of DRR in 2008/09 £1,217.</p>

Samaritans DRR	Organisation aim - 24 hr a day confidential support for people in distress &/or feeling suicidal.	Awarded DRR in 2007/08; estimated award of DRR in 2008/09 £398.
York Childcare Ltd DRR	To provide quality & affordable childcare for children from 6mths to 16 yrs – in particular to support lone parents and those on low incomes (via discounted fees).	Awarded DRR in 2007/08; estimated award of DRR in 2008/09 £2,683.
York Supervised Child Contact Service DRR	Organisation aim – to offer supervised contact sessions to families enabling non-residential parents to keep in touch with and maintain a relationship with their child(ren) once the family has separated.	New application for 2008/09; estimated award of DRR in 2008/09 £437.
York Racial Equality Network (YREN) DRR	Promotes & provides independent info & support to victims of racial harassment & discrimination; helps coordinate multi-agency approach across city; facilitating involvement & consultation with BME communities in city.	Three-year funding agreement in place; YREN has moved premises hence the new DRR application.

NB York Council for Voluntary Service (CVS) has a three-year agreement in place – they have applied to increase the amount of grant received in 2008/09 by £829.

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Financial summary of recommendations 2008/09 (£)								Annex 3
Organisation	Grants			2008/09 Rates liability	DRR		Totals	
	Funding awarded 2007/08	Requested 2008/9	Recommended 2008/9		Basic Award (Grant/DRR at 12%)	Cost to Council	Total Award (Grant/DRR adjusted to 20%)	Total costs to Council
CAB	126,618	3 yr SLA	126,618	8,778	127,671	127,408	127,671	127,232
CVS	33,321	3 yr SLA	33,321	66,990	41,360	39,350	41,360	38,010
WBU	24,125	3 yr SLA	24,125		24,125	24,125	24,125	24,125
YREN	29,626	3 yr SLA	29,626	582	29,696	29,678	29,696	29,667
CRUSE	450	500	450		450	450	450	450
C.S.Families	9,000	10,000	9,000	2,633	9,316	9,237	9,316	9,184
OCAY	DRR	10,000	DRR	889	107	80	107	80
YOPA	0	10,000	0		0	0	0	0
Relate	9,000	12,000	9,000	5,313	9,638	9,478	9,638	9,372
Travellers Trust	13,000	20,000	13,000	1,294	13,155	13,116	13,155	13,091
YWCS	400	1,200	400		400	400	400	400
YFMS	250	250	250	4,620	804	666	804	573
Credit Union	0	25,000	0		0	0	0	0
YUMI	0	1,000	0		0	0	0	0
York Childcare	DRR	DRR	DRR	22,407	2,689	2,017	2,689	2,017
Muslim Assn	DRR	DRR	DRR	2,911	349	262	349	262
Samaritans	DRR	DRR	DRR	3,326	399	299	399	299
YRCC	DRR	DRR	DRR	10,164	1,220	915	1,220	915
YSCCS	0	DRR	DRR	3,650	438	329	438	329
Total					261,817	257,810	261,817	256,006

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Meeting of Executive Members for City Strategy & Advisory Panel**14th January 2008**

Report of the Director of City Strategy

Directorate of City Strategy Service Plans 2008/09 (Covering April 2008 – March 2011) – City Development & Transport, Planning & Sustainability, and Resource & Business Management**Summary**

- 1 This report presents the 2008/09 Service Plans for City Development & Transport, Planning & Sustainability, and Resource & Business Management, in the Directorate of City Strategy. Members are asked to note and comment on the content of the plans and to consider how these might influence any budget considerations outlined in the directorate's 2008/09 revenue budget report.

Executive Summary

- 2 As part of the service planning process, the directorate looks ahead to identify drivers of future challenges. This year has highlighted a major programme of change, both from the government and at corporate level.
- 3 One of the most significant 'drivers' for the directorate, and the authority as a whole, is to respond to the successful delivery of the refreshed Corporate Strategy. The City Strategy directorate is responsible for the delivery of the following improvement priorities:-
 - Reduce the environmental impact of council activities and encourage, empower and promote others to do the same (*champion Bill Woolley*)
 - Increase the use of public and other environmentally friendly modes of transport (*champion Damon Copperthwaite*)
 - Improve the economic prosperity of the people for York with a focus on minimising income differentials (*champion Roger Ranson*)
- 4 The City Strategy Directorate is also key to many other direction statements, priorities and imperatives – as well as supporting the 4 values in the vision. As part of the business planning process the directorate will consult with priority champions in order to ensure that the directorate focuses its resources on the key areas for improvement.

Background**Changes to Service Plans**

- 5 Following a recent review to improve service planning across the authority, three key changes have been agreed:

- 6 Directorate Planning – the development of Directorate Business Plans. This will play an important strategic role in consolidating improvement across the directorate and will provide an overall picture of the directorate and its intended direction of travel over the medium term.
- Streamlined Template – Service Plans have been simplified and reduced to just six sections:
 - a. Service Description and Objectives
 - b. Service Drivers
 - c. Critical Success Factors (CSFs)
 - d. Links to Corporate Priorities
 - e. Balanced Scorecard and measures and targets
 - f. Resources – staff and budget
 - One Service Plan – only one version of a service plan is required this year, as opposed to the two staged process last year. However, should there be significant changes as a result of the budget proposals for 2008/09, or requirements to provide additional, specific support for a corporate priority, then these will be required to be brought back to Members in March 08.
- 7 Although no longer forming part of the main service plan document, operational risks and cross-cutting improvements relating to equalities, operational risk, Gershon and competitiveness are considered as part of the overall service planning process and a separate template is completed to capture this information for monitoring purposes throughout the year. Key actions from this will be included in individual service plans and brought together into a Directorate Business Plan.
8. Table 1. shows the Service Plans that the Director of City Strategy is responsible for and the supporting work plans and the EMAP's that approval is sought from.

Table 1. City Strategy Service Plans Structure for 2007/08				
Service Plan	Supporting Plans	Work	Assistant Director	EMAP
City Development and Transport	<ul style="list-style-type: none"> • City Development • Transport Planning • Network Management • Engineering Consultancy • Highway Infrastructure • Emergency Planning • Capital Programme 		Damon Copperthwaite	City Strategy
Planning and Sustainability	<ul style="list-style-type: none"> • Development Control • Building Control • Land Charges and Property Information • Design, Conservation and Sustainable Development 		Mike Slater	City Strategy

Resource and Business Management	<ul style="list-style-type: none"> • Finance • Information Technology • Human Resources • Customer Support Services • Business and Policy Development • Management Support • Waste Procurement 	Sian Hansom	City Strategy
Economic Development and Strategic Partnerships	<ul style="list-style-type: none"> • Economic Development • York Training Centre • Future Prospects • City Centre Management and Markets • Strategic Partnership Team 	Roger Ranson	Leader

City Strategy Service Plans

- 9 The City Strategy 2008/09 Service Plans can be found in Annexes 1-3 attached.
- Annex 1 - City Development and Transport
 - Annex 2 - Planning and Sustainability
 - Annex 3 - Resource and Business Management
- 10 The Service Plans provide members with a snapshot of service planning issues facing City Strategy over the next 1-3 years. Hopefully, this planning information will be useful when considering the 2008/09 budget proposals elsewhere on this agenda. The financial information contained within the Directorate's Service Plans is based on the 2007/08 budgets, pending the approval of the 2008/09 budgets.
- 11 The performance measures contained within the Directorate's Service Plans are based on measures which currently best support monitoring of the service plans. However, these measures may change pending a corporate review of all measures following the introduction of the new National Indicators which are replacing Best Value Performance Indicators (as proposed by the Government's Communities & Local Government Department).
- 12 The City Strategy Management Team have recently held workshops to develop a Directorate Business Plan and also review its current performance measures to support the service planning process. This document is planned for completion in March 2008 and will set out the direction of the City Strategy Directorate over the medium term, whilst also drawing together the directorate's current service planning objectives and priorities, and a number of cross cutting issues.

- 13 It is from this document that the annual cycle of performance monitoring will be reported upon to future City Strategy EMAP's in September, December and as a year end report in June.

Key Challenges for the City Strategy Directorate

- 14 Each year our planning process looks ahead to future 'improvement' and 'delivery' challenges that the directorate is facing. This year has highlighted a major programme of change, both from the government and at the corporate level of the Council.
- 15 Table 2 is a summary of the Critical Success Factors (CSFs) which have been identified for 2008/09 for each service area, and are the actions considered critical in terms of dealing with key issues and/or delivering improvement:

Table 2 Summary of City Strategies Critical Success Factors (CSF's)

City Development and Transport

CSFs for 2008/09	Why a CSF?
Meeting LDS/LDF milestones including, York Northwest and City Centre AAPs.	The City is disadvantaged by the lack of an adopted Local Plan. Meeting the milestones will mean that the LDF core policies will fill this gap as soon as possible.
Delivery of key development briefs and meeting other key project milestones.	Projects such as Castle Piccadilly, Hungate, Nestle, and Terry's are key to achieving many corporate objectives.
Corporate Priority Increase the use of public and other environmentally friendly modes of transport.	This priority is the principal responsibility of this group and is critical to the improvement change necessary for the city.
Corporate Priority Improve the quality and availability of decent affordable homes in the city.	This priority supports the expected economic growth and employment need within the city.
Introduction of full concessionary fares scheme.	If not managed and introduced properly could have a damaging effect upon bus customers.
Introduction of the Local Transport Bill.	This Bill will have significant impact for the Council and transport within the city.
Next phase of the Traffic Management Act.	The changes in April will impact upon the parking enforcement team and the duties they will perform under the new civil parking enforcement.
Introduction of a new bus service for the Park and Ride.	York has a reputation for providing high quality P&R services which make a significant

	contribution to the transport systems of the city.
Development of a major scheme bid to the Regional Transport Board.	There is limited opportunity for submitting a bid that will provide the financial resources to address York's major transport infrastructure needs for the future.
Preparation of Outline Business Case for York's Highway Maintenance PFI Project.	The OBC will support the bid to DfT for significant financial resources to address the condition of York's highway Infrastructure.

Planning and Sustainable Development

Decisions on key development projects in the city will be delivered in a timely way	The schemes have been identified as being priority for the council to maintain and improve the economy of the city (one of the ten Corporate Priorities)
Maintain performance in relation to determination of applications. Performance on "major" applications is declining rapidly towards the government target having been well above it	Good performance will improve customer satisfaction and may be rewarded by Planning Delivery Grant. Failure to meet target could have adverse impact on CPA rating and possible redesignation as a "standards" authority.
Coordination of the implementation of the Carbon Management Programme Strategic Implementation Plan (due for completion in March 2008).	Leading role in the monitoring of council wide carbon reduction targets as set by the Environmental Sustainability Strategy in September 2007 (25% reduction of carbon emission from council activities by 2013 on 2006/07 baseline).

Resource and Business Management

CSFs for 2008/09	Why a CSF?
To continue to improve the effectiveness of Resource and Business Management in light of budget savings, E-Government and Highways PFI (including dealing with HR implications), adapting to changes effectively	The same level of service expectations will exist with less resources to deliver
Continue to contribute to the corporate agenda e.g. performance management framework and business plan, to have an effective impact into	The improvement in the way that the Directorate Manages performance will allow DMT's and the Executive to make informed decisions on the

corporate procurement projects to ensure value for money for CYC, including the Income Collection Project, E-Government programme	<p>allocation of resources</p> <p>To support the prioritisation and communication of activities across the Directorate.</p> <p>Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council</p> <p>Directorate has responsibility for property database for the Council and the major GIS use across the Council</p>
Waste PFI – To ensure that the waste PFI project is in line with the project plan. Approval of shortlist in October 2008	To support the delivery of IS1 Corporate Priority
Implementation of a three year Budget Strategy	To prioritise spending over the future years
Manage the outcome of the job evaluation process	Potential to have a significant impact on the ability to retain and recruit staff in key posts within the directorate.

Economic Development and Strategic Partnerships

CSFs for 2008/09	Why a CSF?
Approval of a refreshed Sustainable Community Strategy for York	To act as the guiding document for the enhancement of the economic, social and environmental well being of the City so that through partnership we can improve the quality of life of citizens.
Approval of a revised Local Area Agreement for York	To ensure delivery of strategic objectives set within the Sustainable Community Strategy and to improve partnership working.
Preparation of a revised Economic Development Strategy	Essential for the long term economic development of the City and the delivery of Corporate Improvement Statements.

Consultation

- 16 The Service Plans have been approved by the Director of City Strategy and the Directorate's Management Team. Priority Champions will be consulted on specific actions to support the Corporate Strategy as part of the directorate business planning process.

Options and Analysis

- 17 There are no specific options for members to consider in this report.

Corporate Priorities

- 18 The City Strategy directorate is responsible for the delivery of the following improvement priorities:-

- Reduce the environmental impact of council activities and encourage, empower and promote others to do the same (*champion Bill Woolley*)
- Increase the use of public and other environmentally friendly modes of transport (*champion Damon Copperthwaite*)
- Improve the economic prosperity of the people for York with a focus on minimising income differentials (*champion Roger Ranson*)

- 19 The City Strategy Directorate is also key to many other direction statements, priorities and imperatives – as well as supporting the 4 values in the vision.

Implications

Financial

- 20 The City Strategy 2008/09 revenue budget report should be read in conjunction with this report.

Human Resources (HR)

- 21 There are no human resource implications.

Equalities

- 22 There are no equalities implications.

Legal

- 23 There are no legal implications.

Crime and Disorder

- 24 There are no crime and disorder implications.

Information Technology (IT)

- 25 There are no IT implications.

Property

- 26 There are no property implications.

Other

27 There are no other implications.

Risk Management

28 There are no known risks associated with this report, although Risk Management is a key issue and risks in the Service Plans have been highlighted in the various different service areas.

Recommendations

29 That the Advisory Panel advise the Executive Member to note and comment on the attached Service Plans 2008/09 (Covering April 2008 – March 2011).

Reason: To inform the budget process alongside the Directorate's service planning and to monitor and review service planning issues and challenges facing City Strategy in the near future.

Contact Details

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**Report
Approved**



Date 31-12-07

Specialist Implications Officer(s) None

Wards Affected:

All None

For further information please contact the author of the report.

Background Papers:

City Strategy EMAP – 11th December 2006 – Directorate of City Strategy.
City Strategy EMAP – 26th March 2007 – Directorate of City Strategy.
CYC Service Planning Guidance and Templates (2008-2011)

Annexes

Annex One	- Service Plan 2008/09	- City Development and Transport
Annex Two	- Service Plan 2008/09	- Planning and Sustainability
Annex Three	- Service Plan 2008/09	- Resource and Business Management



Service Plan for 2008/09

(covering April 2008 – March 2011)

Service Plan for: City Development and Transport

Directorate: City Strategy

Service Plan Holder: Damon Copperthwaite

Workplans:

City Development
Transport Planning
Network Management
Engineering Consultancy
Highway Infrastructure
Emergency Planning
Capital Programme

Director: Bill Woolley

Signed off:

Date:

EMAP : City Strategy – Ann Reid

Signed off:

Date:

Service description

City Development and Transport functions are both strategic and operational and are carried out in six teams identified as:-

City Development	Network Management	Engineering Consultancy
Transport Planning	Highways Infrastructure	Emergency Planning
Supported by the Capital Programme Manager		

Each of the teams develop strategies and policies. These strategies and policies are delivered both in-house and by the use of external consultants and contractors. These services include:-

Strategic:-

- Contribute to the development of the corporate strategy and sustainable community strategy
- Development and implementation of strategic documents such as the Local Development Framework and the Local Transport Plan
- Promote the use of alternatives to the private car including public and other environmentally friendly modes of transport
- Development of the Council's Emergency planning function
- Engaging in the region and city region agenda particularly in relation to land use planning, emergency planning and transport
- Provide the strategic and policy framework for decision making and investment on key sites, which help shape the economic, social and environmental fabric of the city
- Secure the funding which enables the Council to fulfill its strategic investment role, predominantly in transport
- Secure the funding and guide the expenditure required to maintain Council assets such as highways
- Develop and implement the relevant strategic objectives and policies for the effective management of the highway network
- Secure the availability of public transport services not provided commercially

By their nature these activities are part of a continuous process of development, implementation, monitoring and reviews.

Operational:-

- Design and procurement of schemes and services relating to all aspect of the group
- Maintenance of transport related assets
- Improving Safety
- Enforcement and Control

In some areas it is the same staff who carry out both strategic and operational services. As with the strategic activities some address particular sections of the Community or are delivered to certain areas of the City, their impact is, in many cases, city wide.

City Development

The team is responsible for the Local Development Framework (LDF) which sets the spatial vision and strategic policies for the development of York. They also work at a regional level on the Regional Spatial Strategy (RSS). These documents and plans will form the policy framework for decision making on development in the city. The team also prepare area action plans for major parts of the city such as the city centre and the north west corridor including York Central and British Sugar. City Development also produce the development planning briefs to guide the form of development on major sites, which it then project manages, working with the developer, to ensure they are developed in accordance with the appropriate policies. It carries out research, monitoring and information functions to support these activities and provides demographic and

socio economic statistics for the Council a key input into other key strategies on housing, the economy, transport and the sustainable community. It has no operational functions.

Transport Planning

The team collaborates with City Development on input to the RSS and LDF; its principal focus is developing and ensuring delivery of the Council's transport strategy and policies and reflects them in expenditure programmes that are included in the Local Transport Plan and in reports back to central government. The team collects and monitors all the data relevant to the LTP, including safety, and manages the communication strategy for transport issues. It also carries out and comments on Traffic Modelling of the existing and anticipated future traffic growth in the City.

The team procures services to deliver the strategy, either through direct contracts with public transport suppliers or through upgrading of the transport infrastructure around the City. It also undertakes bus contract monitoring and administers the concessionary fare pass and token schemes. Schools and businesses are assisted with their travel plans and events and campaigns are run to promote sustainable travel. The team plays a major role in road safety including provision of a variety of educational and practical training for all sections of the community.

Network Management

The team acts as, manages and is responsible for many of the Highway Authority functions. This includes the management of highway users and exercises the Council's obligations under the Traffic Management Act. The team manages computerized traffic control (UTMC) and bus priority and information (BLISS) systems. It is also responsible for public rights of way and advising on highway matters in relation to planning applications. The team develops city parking strategy and management.

The team maintains public rights of way, traffic signals and CCTV equipment. It is also responsible for parking enforcement and licensing of pavement cafes, the adoptions and the alley gating programme.

Engineering Consultancy

The team develops strategies and policies in relation to the city's bridges, land drainage and city wide structures including the city walls.

The team carries out the detailed design of highway improvement, public transport, city walls and drainage schemes, then procures and manages the contracts for their implementation. They also carry out the safety audits required to ensure that schemes meet the necessary standards. The team has a lead responsibility for management of a range of water courses and the response to flood emergencies.

Highway Infrastructure

The team acts as part of the Highway Authority developing strategies and policies in relation to the maintenance of carriageways, footways, street lighting and associated features. It has overall responsibility for all highway maintenance budgets.

The team carries out safety, reactive and development inspections as well as those in relation to New Roads and Streetworks Act. They also carry out and / or organize the surveys to assist in development of maintenance programmes and development of the asset management plan. They provide a service for third party insurance claims, managing, monitoring and supporting the defence of these claims. The delivery of the service is provided by an a number of external contractors responsible for delivering programmes of highway maintenance works.

Emergency Planning

The emergency planning team ensures that the Council can respond effectively in the event of a major incident or business disruption. The Emergency Planning Unit prepares and maintains the Council's Emergency Handbook and other emergency plans working closely with our stakeholders through national, regional and sub regional as well as on an individual basis to ensure compliance with statutory requirements and best practice.

The Emergency Planning unit advises and supports the council on appropriate systems and

procedures in place to secure business c
practice.

mply with statutory requirements and best

Capital Programme Manager

Working closely with the other teams, particularly Engineering Consultancy and TPU to develop coherent and affordable capital programmes and ensuring that schemes are brought forward in at the right time for implementation. Undertaking special projects on behalf of the group.

The impact of these services are on the City's 180,000 residents, as well as all the visitors, who are among the 12 million pa. bus passengers, and who also utilize the City's 754 kms of road, 1150 km of footways and 230km of public rights of way. Approx 180 highway and other schemes are implemented each year, 50% of the road network is gritted when adverse weather conditions are expected, and at any one time 20-25 development sites will be being progressed. In an average year detailed advice is given on 150 of the most significant planning applications, 300 requests for development advice are handled, and 2500 other queries and requests are dealt with.

Also in an average year around 100 schemes are designed, 1200 road openings (excavations) are dealt with, 26,000 penalty charge notices are issued in connection with 9000 parking spaces.

Service Objectives (Statements of Intent not in priority order)

- SO1. Implementation of improvement priority IS2: Increase the use of public and other environmentally friendly modes of transport
- SO2. Contribute significantly to improvement statement IS5: Improve the quality and availability of decent affordable homes in the city
- SO3. Contribute to other improvement statements within the corporate strategy.
- SO4. Contribute to the development of a City Strategy/Community Strategy.
- SO5. Contribute to the region and city region transport agenda.
- SO6. Implementation of the local transport plan.
- SO7. Provide a framework for the future transport needs of the City.
- SO8. Make travel into and around York easier and safer.
- SO9. Encourage the use of sustainable modes of transport.
- SO10. Make sustainability a key requirement of contracts and construction.
- SO11. Maximise the funding available from government and developers to improve the highway and public transport networks.
- SO12. Secure the provision of socially needed transport.
- SO13. Monitor the effect and ensure the efficient administration of concessionary fares
- SO14. Improve road safety.
- SO15. Improve the condition of the highway asset (including footpaths and other rights of way) in such a way as to minimise future maintenance.
- SO16. Improve the standards of maintenance for the off highway cycle and pedestrian networks.
- SO17. Maintain the highway asset in a safe condition.
- SO18. Manage contracts to ensure design objectives are achieved within budget.
- SO19. Manage the highway network so as to minimise congestion and delays to public transport.

- SO20. Ensure the effective enforcement of regulations and standards relating to parking and work in the highway.
- SO21. Contribute to the objectives of the Safer York Partnership.
- SO22. Advising the Council on appropriate systems and procedures for emergencies and business continuity
- SO23. Raising awareness of business continuity within the City
- SO24. Progress the statutory Local Development Framework for the city in accordance with an agreed Local Development Scheme.
- SO25. Provide a development planning service for key development sites in the City including sites in the Councils ownership.
- SO26. Provide a framework for future land use needs of the City.
- SO27. Provide supplementary planning guidance on key development sites and policy topics.
- SO28. Help to deliver quality affordable housing in the city through our planning policies.
- SO29. Contribute to the development of the Regional Spatial Strategy.
- SO30. Provide a research & information service to City Development and others as required.
- SO31. Progress the major development opportunities for York Northwest in partnership with other key agencies.
- SO32. Contribute to the preparation of a sustainable communities strategy.
- SO33. Contribute to the implementation of the Future York Group report and the review of the economic development strategy.

Section 2: The Drivers

Driver type

How might this affect our service

External drivers

- Regional Spatial Strategy
- Regional Transport Strategy
- Local Development Framework
- New Major City Developments
- Local Transport Bill
- Leeds City Region

Sets policy context for LDF. Staff intensive to secure proper input into regional agenda.

High - staff diverted away from local issues and delivery of programmes. Possibility of funding from regional sources.

Key priority to deliver to GoYH timescales within the resources available.

Significant increase in number of major sites puts strain on limited staffing resources.

Staff resources will need to be allocated to investigate the implications and to implement as necessary.

Staff resources will be significant to input into a range of planning, transport, housing and economic development issues.

Corporate drivers

- Review of the Sustainable Community

Critical link between LDF core strategy and

<p>Strategy</p> <ul style="list-style-type: none"> • Corporate Strategy – IS2; Increase the use of public and other environmentally friendly modes of transport. • Corporate Strategy – IS5; Improve the quality and availability of decent, affordable homes in the city. • Corporate Strategy - All improvement priorities. • Contribution to Local Area Agreement. 	<p>inable community strategy requires significant involvement of the group.</p> <p>Gives focus and direction to a priority within the corporate strategy and will divert resources away from other activities.</p> <p>Supporting other improvement statements within the corporate strategy will divert resources away from other activities.</p> <p>Supporting other improvement statements within the corporate strategy will divert resources away from other activities.</p> <p>Significant links and joined up working needed with LDF to deliver spatial elements of the strategy.</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Business Continuity within the Directorate and Council wide. • Contribution to the City Strategy. 	<p>Completion and exercising of Business Continuity Plans throughout the Council will need to be intensively resourced.</p> <p>Significant links and joined up working needed with LDF to deliver spatial elements of the strategy.</p>
<p>Service drivers</p> <ul style="list-style-type: none"> • Traffic Management Act. • Implementation of the Local Transport Plan. • Procurement of a PFI provider for highway maintenance. • Implementation of the Civil Contingencies Act. • Reducing Capital Programme. 	<p>Risk are high of government intervention that will need to be delivered with the time scales and resources available.</p> <p>Working at a local and regional level the support necessary to implement the introduction will place demands upon the current staff resources.</p> <p>If the council is successful with the expression of interest there will be a need to secure the resources necessary to deliver the procurement project and will place additional requirements on staff to support the development of an outline business case.</p> <p>Working at a local and regional level the support necessary to implement the introduction will place demands upon the current staff resources.</p> <p>Our ability to deliver on target both locally and nationally. Significant staffing issues to manage in the consultancy.</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Meeting LDS/LDF milestones including, York Northwest and City Centre AAPs.	The City is disadvantaged by the lack of an adopted Local Plan. Meeting the milestones will mean that the LDF core policies will fill this gap as soon as possible.
Delivery of key development briefs and meeting other key project milestones.	Projects such as Castle Piccadilly, Hungate, Nestle, and Terry's are key to achieving many corporate objectives.
Corporate Priority Increase the use of public and other environmentally friendly modes of transport.	This priority is the principal responsibility of this group and is critical to the improvement change necessary for the city.
Corporate Priority Improve the quality and availability of decent affordable homes in the city.	This priority supports the expected economic growth and employment need within the city.
Introduction of full concessionary fares scheme.	If not managed and introduced properly could have a damaging effect upon bus customers.
Introduction of the Local Transport Bill.	This will Bill will have significant impact for the Council and transport within the city.
Next phase of the Traffic Management Act.	The changes in April will impact upon the parking enforcement team and the duties they will perform under the new civil parking enforcement.
Introduction of a new bus service for the Park and Ride.	York has a reputation for providing high quality P&R services which make a significant contribution to the transport systems of the city.
Development of a major scheme bid to the Regional Transport Board.	There is limited opportunity for submitting a bid that will provide the financial resources to address York's major transport infrastructure needs for the future.
Preparation of Outline Business Case for York's Highway Maintenance PFI Project.	The OBC will support the bid to DfT for significant financial resources to address the condition of York's highway Infrastructure.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Reduce the environmental impact of council activities and encourage, empower and promote others to do the same	<ul style="list-style-type: none"> Review the use of road making materials to seek more environmentally friendly solutions Implementation of the Street Lighting Strategy
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	<ul style="list-style-type: none"> We re cycle material bound for the tip to produce a good quality type 1/2 sub base material. We store taken up natural materials and pcc flagstones for re use on maintenance and future schemes. Minimisation of life expired street lighting lamps going to landfill or to specialist treatment. We provide the key planning input into the joint NYCC/CYC waste management strategy and the joint PFI bid to improve waste facilities in the city.
Increase the use of public and other environmentally friendly modes of transport	<ul style="list-style-type: none"> We are leading on this and our proposals are outlined in the Improvement Plan.

<p>Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces</p>	<ul style="list-style-type: none"> • W set so it is fit for purpose and where possible looks it. • NM's Street Clutter work will improve the look of the environment. • Routine maintenance and targeted resurfacing works programmes. • Street Lighting maintenance repair and lighting levels. • Grass Cutting, gulley cleaning, road markings, amenity planting areas, trees, surfaces, signs and signals all contribute to the condition and appearance and are managed and maintained within this team.
<p>Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York</p>	<ul style="list-style-type: none"> • Assist with the alleygating schemes. • CCTV monitoring of the part of the city. • Take into account crime and disorder issues in the preparation of all development briefs and area plans to ensure "designing out crime" principles are included.
<p>Improve the economic prosperity of the people of York with a focus on minimizing income differentials</p>	<ul style="list-style-type: none"> • Ensure the infrastructure is in place and fit for use so development is not impeded but rather encouraged. This includes allocating a range of sites within the local plan and LDF and ensuring SCY needs/opportunities are considered in development briefs. • Through LDF make economic prosperity a key factor in the development of the issues and options for the cities land use planning.
<p>Increase people's skills and knowledge to improve future employment prospects</p>	<ul style="list-style-type: none"> • Promote and encourage training of staff.
<p>Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest</p>	<ul style="list-style-type: none"> • We promote environmentally solutions to tackle age old problems, eg safecote instead of neat rock salt, quieter materials are used for surfacing schemes. Promote drop crossings to aid prams, wheelchairs etc at crossing points when we do footway schemes. • Promotion of walking and cycling in the city by encouraging through smarter campaigns, infrastructure works to footways, footpaths and cycleways. • Take health issues into account in developing key strategies and plans such as LDF and LTP.
<p>Improve the quality and availability of decent affordable homes in the city</p>	<ul style="list-style-type: none"> • Through the major developments team work in partnership with other teams around the council to achieve the affordable housing policy on all major developments. • Commissioning of the detailed housing needs studies to support this approach.

Customer based improvements

Customer Measures				
Measure	2007/08 Current	2008/09 Target	2009/10 Target	2010/11 Target
Telephone calls are answered within Customer First standards	95.05%	95%	95%	95%
Correspondence replied to within 10 days	98.89%	95%	95%	95%
G13 % of pre-works letters received 1 week or more prior to commencement	100%	95%	95%	95%
BVPI 104 % of respondents satisfied with local bus services.	71% (06/07)	74%	76%	78%
VH37 % of people satisfied with the condition of roads and pavements in York	51% (06/07)	50%	50%	50%
PS1 - % of all correspondence responded to within 10 working days	84.33%	82%	82%	82%
G14 - % of inspections completed within 4 working days of request	99.42%	98%	98%	98%
Customer Actions				
Improvement action	Deadline			
Make staff aware of standards and put in place processes to meet them	Ongoing			
Carry out customer surveys of local bus services	September			
Carry out customer survey of satisfaction	September			
Ensure that systems and resources meet the standards	Ongoing			

Process based improvements

Process Measures				
Measure	2006/7 Current	2008/09 Target	2009/10 Target	2010/11 Target
NPI 177 (was BVPI 102) Local bus passenger journeys originating in the authority area.	15.1m (06/07)	17m	17.3m	17.5m
NPI 47 (was BVPI 99a(i)) People killed or seriously injured in road traffic accidents.	101 (06/07)	88	81	78
COLI 33a % of streetlamps not working excluding vandalism (previous BVPI 98)	0.92%	1%	0.95%	0.9%
LTP A5(i) - Cycle usage - a.m. peak to city centre	N/A	6.5%	6.6%	6.7%
G16 - Percentage of serious highway repairs carried out within 3 days of the issue of instructions to the contractor	94.47%	92%	92%	92%
Invoices paid within 30 days to City Development and Transport	96.41%	95%	95%	95%
Process Actions				
Improvement action	Deadline			
Implementation of the corporate priority	Ongoing			
New road safety initiatives and campaigns	Ongoing			
Monitor and impose new processes to ensure compliance with the contractor	Ongoing			

Resource management improvements

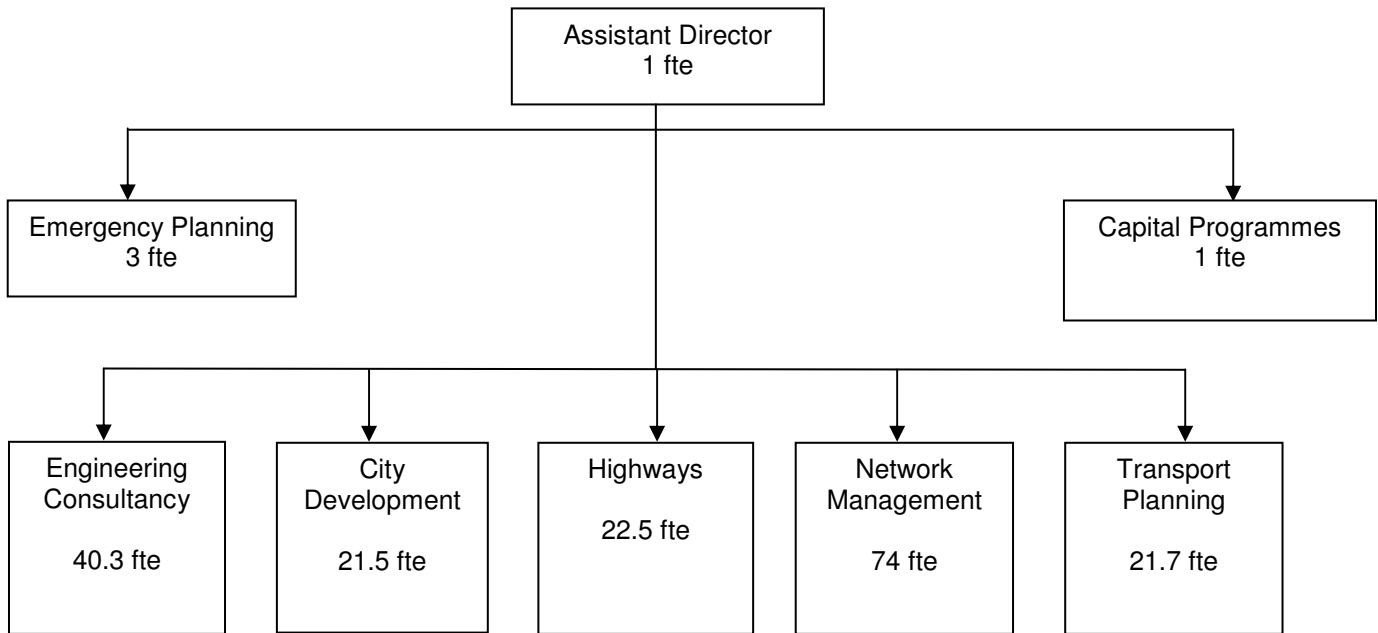
Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
COLI 1 - Cost per passenger journey on all subsidized bus services	£0.60	£1.18	£1.23	£1.25
HS01 (ex-BVPI95) - Cost of maintaining a streetlight	£52.89	£51.50	£51.00	£50.50

% staff in CDT appraised in the last 12 months	82.82% (06/07)	100%	100%	100%
Number of staff days lost to sickness (and stress) across CDT (days/full time)	6.7 days	<10 days	<10 days	<10 days
Days lost for stress related illness as a percentage of sickness days taken	12.2%	Not target based	Not target based	Not target based
% of staff expressing satisfaction with their job (AD level)	58%	Not conducted	75%	Not conducted
% Spend within budget for City Development and Transport	1.1%	Under 0%	Under 0%	Under 0%

Customer Actions

Improvement action	Deadline
Monitoring of the bus service and introducing changes and improvements	Ongoing
Monitoring of the costs and performance of the street lighting contractor	Ongoing
Ensure all appraisals completed within the year	September
Monitoring of the absence performance and implementing the procedures	Ongoing

Please provide details of your resources:

**Budget**

	<u>2007/08</u>	<u>2008/09</u>	
Employees	£ 5779k	£XXXX	2008/09 will be completed for March 08 EMAP
Premises	£ 5730k	£XXXX	
Transport	£ 139k	£XXXX	
Supplies and Services	£ 2453k	£XXXX	
Miscellaneous	£ 6057k	£XXXX	
– Recharges	£2715k	£XXXX	
– Other	£3342k	£XXXX	
Capital Financing	£ 5398k	£XXXX	
Gross cost	£25,556k	£XXXX	
Less Income	£12,579	£XXXX	
Net cost	£12,797	£XXXXXX	

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Service Plan for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Planning and Sustainable Development

Directorate: City Strategy

Service Plan Holder: Mike Slater

Workplans: Development Control
Building Control
Land Charges and Property Information
Design/conservation and Sustainable Development

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy – Ann Reid

Signed off

Date:

Section 1: The service

The Planning and Sustainable Development Services cover 4 key functions:

- Design, Conservation and Sustainable Development
- Development Control and Planning Enforcement
- Building Control
- Local Land Charges and Property Information

Design, Conservation and Sustainable Development

This service provides specialist consultancy services to serve departmental, corporate and the wider public's needs. In particular we cover: Consideration of issues affecting: 34 Conservation Areas, 2000 listed buildings within the City, the City Walls and 7 Areas of Archaeological Importance, Local Nature Reserves, Sites of Special Scientific Interest, protection of trees covered by 700 + Tree Preservation Orders, the management of 16,000 council trees, and 10 village greens. All issues relating to sustainability and community planning.

Development Control

This service deals with planning applications and enforcement. The service is a statutory function in accordance with the provisions of the Town and Country Planning Act 1990 and related legislation. The determination of planning applications is undertaken through 2 Area Sub-Committees and a Main Committee, plus through delegated powers to Officers. The Section processed over 2,800 planning applications and associated permissions (inc: Tree Preservation Order applications, telecoms masts) and around 700 enforcement cases last year as well as 68 Planning and Enforcement appeals and provided written advice for 1,200 formal development enquiries.

Building Control

This service administers the Building Regulations to new buildings, alterations and extensions. This covers aspects such as structure, energy conservation, access facilities for the disabled, dangerous structures, demolition control, input to public entertainment licensing, and street naming and numbering.

Last year we received 4074 applications. 2264 of which are fee based. This covers the full costs of the service. Income potential is being expanded with a series of Partnership arrangements with local private companies within the construction sector.

Local Land Charges

This service provides Planning, Highways and Environmental information in connection with land and property transactions. We also provide details of charges registered against the property, as defined by the Local Land Charges Act 1975. Such charges include Conservation Areas, Smoke Control Zones, Listed Buildings, Tree Preservation Orders, Enforcement Notices and Conditional Planning Consents. Last year we processed 6254 Searches all of which are fee based covering the full costs of the service. Property searches fees are statutory and are set by the Department of Constitutional Affairs, whilst other searches fees are discretionary and are set by City of York Council.

The service is the first within City Strategy to be involved in e-service delivery. The service is currently connected to NLIS as a level 2e authority meaning that we can receive and return searches electronically

Service objectives our service objectives are:

- S01 to improve and protect the environment of the City of York area.
- S02 to provide effective stewardship of the City's historic and natural environment alongside the complimentary objective of economic growth within the City.
- S03 to influence development schemes, whether public or private, to ensure the highest quality of design and appearance which enhances the unique character and future well being of York.
- S04 to take a lead on providing advice and guidance corporately on: Sustainable Development, Ecological Foot printing, Carbon Management, Climate Change Strategy, and the Environmental Management System.
- S05 to meet Government targets for speed of determination of applications without compromising the quality of new development.
- S06 to ensure that new buildings are both internally and externally accessible to disabled people. make advice understandable to minority groups and communities.
- S07 to deliver continuous improvement whilst meeting Central Governments Modernisation Agenda for Local Land Charges.

Section 2: The Drivers

Driver	How might this affect our service
<p>External drivers</p> <p>E1 CLG (was DCLG / ODPM) drive to maintain speed of planning application determination.</p> <p>E2 Government White Paper "Stronger and Prosperous Communities" (Nov 2006).</p> <p>E3 Barker report on reforms to the Planning system.</p> <p>E4 Nationwide lack of qualified Building Control staff available for recruitment.</p> <p>E5 External competition within Building Control and Land Charge markets.</p> <p>E6 Review of national heritage protection measures</p> <p>E7 New national indicators for measuring carbon emissions</p> <p>E8 New biodiversity responsibilities</p> <p>E9 Office of Fair Trading / Department of Trade and Industry's review of Local Land Charge Search.</p>	<p>E1 Continued implementation of the DC Improvement Plan to deliver improvements to performance, quality of decisions and customer satisfaction.</p> <p>E2 New performance framework and greater community involvement in the planning system.</p> <p>E3 Uncertain which recommendations will be implemented.</p> <p>E4 Reduced service delivery or increase costs with external support</p> <p>E5 Reduced workload and income</p> <p>E6 Possible new responsibilities for heritage protection 2009/10</p> <p>E7 Increasing pressure and emphasis on the data collected and coordination role of Sustainability Officers</p> <p>E8 Greater liaison with other directorates to assist them in meeting the new duties.</p> <p>E9 Office of Fair Trading / Department of Trade and Industry's review of Local Land Charge Search.</p>
<p>Corporate drivers</p> <p>C1 Revised Corporate priorities in particular those relating to improving the actual and perceived appearance of streets, the availability of affordable homes, the economic prosperity of the city and encouraging and empowering others to reduce the environmental impact of the activities. Council Direction statement : <i>"we will place environmental sustainability at the heart of everything we do"</i></p> <p>C2 Requirement for further savings to be achieved in 2008/09</p> <p>C3 New emphasis and focus on Health and Safety matters, and attendance at work policy</p> <p>C4 Delivery of key major projects for the city in particular University expansion, Metcalfe Lane Housing and Germany beck housing</p> <p>C5 Job Evaluation process</p> <p>Directorate drivers</p> <p>D1 Implementation of the Development Control Action Improvement Plan.</p> <p>D2 S106 procedures Audit & Inspection recommendations.</p> <p>D3 Building Control Audit & Inspection recommendations.</p> <p>D4 prepare for move to new CYC HQ building in 2010</p> <p>D5 reducing sickness absence</p> <p>Service drivers</p> <p>S1 Additional demands on P+SD group members to provide input into major development schemes in the city</p> <p>S2 Maintain and improve Development Control Performance above national targets despite end of Planning Delivery Grant funding</p> <p>S3 Implementation of the Development Control Action Improvement Plan.</p> <p>S4 Audit review of S 106 Agreements</p> <p>S5 Implementation of HANER project</p>	<p>C1 Gives focus and direction to Service priorities</p> <p>C2 to be taken into account in workplans</p> <p>C3 To be taken into account in workplans</p> <p>C4 To be taken into account in workplans and budget savings and growth measures.</p> <p>C5 need to manage change. Retention of staff where salary is reduced may be difficult</p> <p>D1 Continued review of the plan required and implementation of proposals</p> <p>D2 Requirement for re organisation of s106 arrangements and resource allocation</p> <p>D3 BC is due to be audited in Jan 2008 there may be service implications as a result of that audit.</p> <p>D4 Changes in working practices, document management etc</p> <p>D5 improved performance and higher customer satisfaction</p> <p>S1 May have adverse impact on performance and customer satisfaction</p> <p>S2 Staffing levels need to be maintained or supplemented given known pressures</p> <p>S3 Review of action plan and implementation of proposals.</p> <p>S4 Review and reorganisation of arrangements for S106s</p> <p>S5 An important project which will improve customer, stakeholder and officer access to information</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
Decisions on key development projects in the city will be delivered in a timely way	The schemes have been identified as being priority for the council to maintain and improve the economy of the city (one of the ten Corporate Priorities)
Maintain performance in relation to determination of applications. Performance on "major" applications is declining rapidly towards the government target having been well above it	Good performance will improve customer satisfaction and may be rewarded by Planning Delivery Grant. Failure to meet target could have adverse impact on CPA rating and possible redesignation as a "standards" authority.
Coordination of the implementation of the Carbon Management Programme Strategic Implementation Plan (due for completion in March 2008).	Leading role in the monitoring of council wide carbon reduction targets as set by the Environmental Sustainability Strategy in September 2007 (25% reduction of carbon emission from council activities by 2013 on 2006/07 baseline).

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
One of the seven Direction statements <i>"We will seek to place environmental sustainability at the heart of everything we do"</i>	The Planning and Sustainable Development service will take a lead on providing advice and guidance corporately on: Sustainable Development, Ecological Foot printing, Carbon Management, Climate Change Strategy, and the Environmental Management System. The service will through Development Control and Building Control have a major role to play in the deliver of sustainable development in the city
"Appearance of streets"	The work undertaken by both Development Control and Design Conservation and Sustainable Development groups contributes to the enhancement in the appearance of: the public realm, buildings, and the natural environment.
"Affordable housing"	The majority of new "affordable" homes in the city are delivered through the Development control process and secured by S 106 agreements associated with planning permissions.
"Transport"	The Development Control process will seek to deliver sustainable means of transport in connection with new development in the city.
"Economic prosperity"	Development Control seeks to deliver applications decisions expediently to allow business to develop
"Environmental impact"	The service will take a lead on providing advice and guidance corporately on: Sustainable Development, Ecological Foot printing, Carbon Management, Climate Change Strategy, and the Environmental Management System. Development Control requires sustainable development to incorporate energy efficiency measures and green travel plans

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1 % of Planning applicants satisfied with the service	81% (06/07)	84%	86%	88%
C2: % score against Quality Of Service Checklist.(Development Control)	94% (06/07)	94%	100%	100%
C3: % of planning appeals upheld.	27%	25%	25%	23%
C4 % of Building Control customers satisfied with the service	95%	85%	87%	90%
C5 Telephone calls are answered within Customer First standards	94.84%	95%	95%	95%
C6 Correspondence replied to within 10 days across Planning and Sustainable Development	90.38%	95%	95%	95%
Customer Actions				
Improvement action	Deadline			
Continuously review outcomes of monthly Planning applicant's satisfaction survey and respond to improve the service	Ongoing			
Produce more and review existing informative guidance to applicants submitting applications.	Ongoing			
Develop correspondence monitoring roles of Development Control Assistant Area Team Leader	June 2008			
Review and produce officer procedures relating to reports, correspondence and processing to ensure consistency and desired quality	Ongoing			
Building Control revised working practices creating site and plan appraisal teams. This is a medium term plan to be finalised by 2010.	Initially June 2008			

Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
NI 157: Processing of Planning Applications as measured against targets for (see below)				
P1 % of "major" planning applications determined within 13 weeks	69.23%	70%	75%	75%
P2 % of "minor" planning applications determined within 8 weeks.	77.91%	80%	82%	84%
P3 % of "other" planning applications determined within 8 weeks.	88.87%	92%	94%	95%
P7 % of Building Regulations applicants advised of decisions within statutory time limits	92.15%	95%	97%	99%
P8 responses to notifications of dangerous structures/buildings within 2 hours	100%	100%	100%	100%
Number of invoices passed within 30 days across Planning and Sustainable Development	95.24%	95%	95%	95%
Process Actions				
Improvement action	Deadline			
Improved monitoring and management of these applications with maintained staffing levels	On going			
Building Control revised working practices creating site and plan appraisal teams. This is a medium term plan to be finalised by 2010	Initially June 2008			
Recruitment of additional Building Control staff	April – June 2008			

Resource management improvements**Resource Measures**

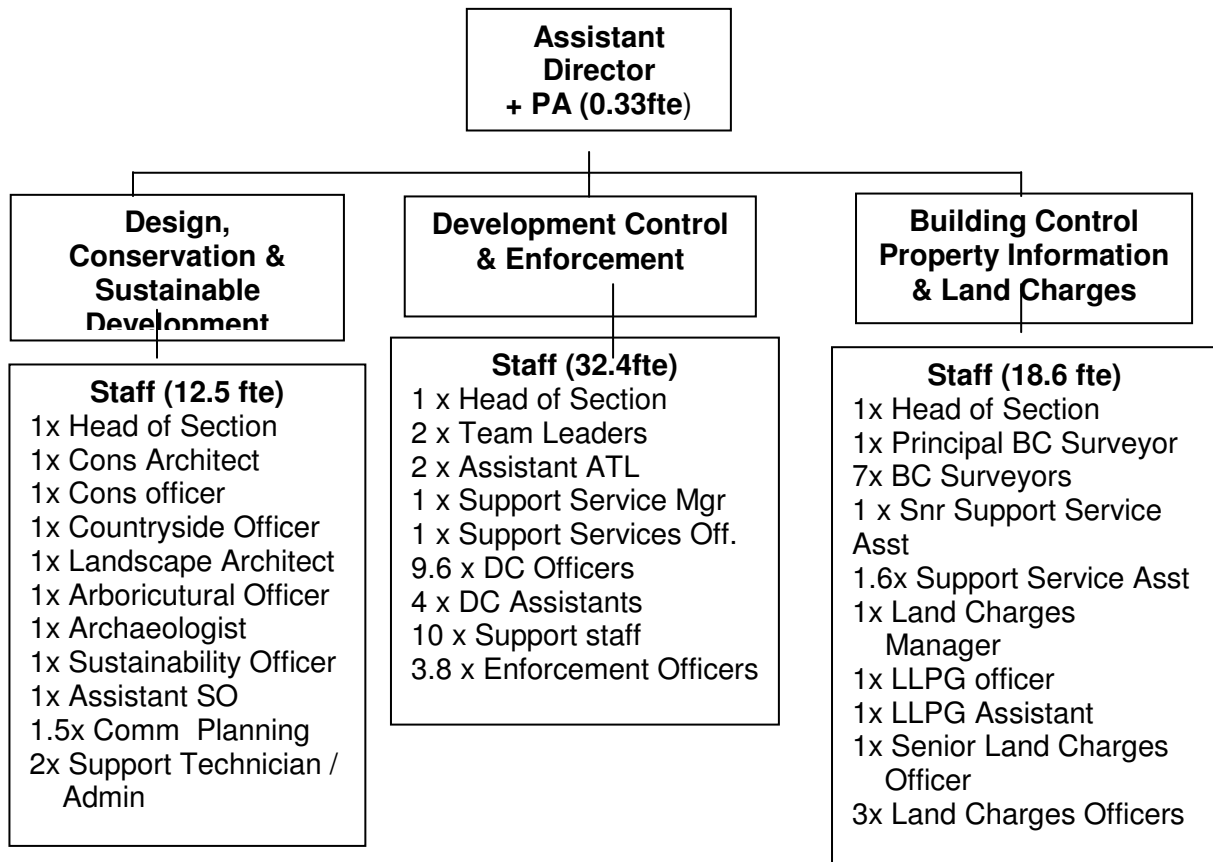
Measure	Current	2008/09 Target	2008/09 Target	2009/10 Target
R1. % Spend within budget for Planning and Sustainable Development	.6%	Under 0%	Under 0%	Under 0%
R2: % staff in Planning and Sustainable Development Group appraised in the last 12 months	80%	100%	100%	100%
Days lost for stress related illness as a % of sick days taken across Planning and Sustainable Development	0%	Not target based	Not target based	Not target based
Number of days lost to sickness (and stress) across	2.77days	<10 days	<10 days	<10 days
% of staff expressing satisfaction with their job Planning and Sustainable Development)	71%	Not Conducted	Next Survey 2009	Not Conducted

Resource Actions

Improvement action	Deadline
Monitor and review at GMTs and DMTs with reporting to Planning and Transport EMAP. Monitor planning fee increase impact on base budget and respond to pressures accordingly. Incorporate budget management into team based performance management reports – in line with new corporate performance reporting arrangements	Ongoing
Review discretionary fees and charges, having regard to Government guidance and outcome of benchmarking with other LA's	Ongoing
Complete 100% of annual appraisals within corporate deadlines	Ongoing
Provide staff development and training opportunities for all staff.	Ongoing

Section 6: Resources

The Planning and Sustainable Development group has **65 f.t.e** staff, at No.9 St Leonard's Place.

**Budget**

	2007/08	2008/09
Employees	£2099k	£XXXX
Premises	£ 58k	£XXXX
Transport	£ 36k	£XXXX
Supplies and Services	£ 327k	£XXXX
Miscellaneous	£ 1247k	£XXXX
- - Recharges	£1247k	£XXXX
- - Other	£	£XXXX
Capital Financing	£ 4k	£XXXX
Gross cost	£3771k	£XXXX
Less Income	£3077k	£XXXX
Net cost	£ 694k	£XXXXX

2008/09 will be completed for March 2008 EMAP.



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Resource and Business Management

Directorate: City Strategy

Service Plan Holder: Sian Hansom

Workplans: Finance, IT, HR, Customer Support Services, Business and Policy Development, Management Support and Waste Procurement

Director: Bill Woolley

Signed off *Date:*

EMAP : City Strategy, Cllr Ann Reid

Signed off *Date:*

Section 1: The service

Service description

Resource and Business Management comprises all internal support functions for the Directorate of City Strategy (CS), and some support services for Resources (Res) and Chief Executives (CEX) Directorates.

Finance offer strategic financial planning, advice and support to CS, Res and CEX's, accountancy support, budget setting, monitoring and year end closedown. Revenue expenditure budgets total: CS - £39m, £66m, Res - £66m, CEX - £10m. Capital budgets total: CS - £10m, Res - £3m. Manage all Council internal recharges via the Support Services Model (total £17m). Pay 300-350 CS invoices per month. Ensure expenditure is authorised and within budget, and creditors paid in within contract conditions.

Information Technology (IT) supports CS and CEX's, ensures IT systems fully meet service requirements using the Corporate and CS IT Strategies and drive forward improvements. Works with Res. IT&T through the provision of a Service Level Agreement. Support approximately 400 IT users and 53 IT systems and all Ordnance Survey requirements.

Human Resources supports CS on a wide range of HR related issues. Covers change management, recruitment and selection, attendance management, employee relations, and performance management. Equips managers with the skills to support the Directorate and their employees. Supports around 400 CS managers and employees.

Support Services provide a range of administrative functions including:

Reception and Customer Services are used by 35,000 members of the public per year. Offer additional specialist services such as planning, processing cash, cheques and debit card transactions, and 10,000 items per annum by post

Resources and Records Administration deal with correspondence (125,000 per annum), distribute, monitor and dispatch mail, plus other miscellaneous services. Manage 250,000 files+ for the Directorate, on and off site.

Draughting and Printing supply 2500 maps per year, provide photographic services across the council and specialise in printing of large AO plans.

Policy, Performance and Management Support provide a performance management framework for CS, Res and CEX's, collating and reporting on the performance, comparative data and target setting. Support the production of Service and Business Plans, and link to corporate policies such as CPA, Equalities, Accommodation Review, Customer Standards, Easy@York. Undertake numerous ad hoc projects for Directorate Management Teams and corporately. Ensure a healthy and safe environment for customers and staff. Monitor around 482 performance indicators (CS 265, Res 130 and CEX's 87). Deal with up to 5,000 customer letters and 3,000 Member enquiries a year.

Management Support Service. PA's provide direct support to CS Management Team, and Technical and Admin produce around 7,000 quality checked documents per year.

Waste PFI - a technical service contributing to the joint procurement programme.

General Note - Customer and Member Correspondence work, Reception, Technical and Admin Services continue for some areas of Neighbourhoods. Main customers are CS, Res and CEX's, Members, inspection bodies and all residents and businesses in York. Services are provided through regular liaison, monitoring and reporting to DMT 's and Members. Monitoring, reviewing and reporting usually occur on a quarterly basis, but performance is often monitored more frequently

Service objectives

SO1: to ensure the provision of effective performance information and management through the City Strategy, Resources and Chief Executives performance management framework to support the provision of high quality services.

SO2: to ensure high quality response to customers and members through the customer services support management arrangements

SO3: to ensure the production and continued use of service and business planning throughout the City Strategy, Resources and Chief Executives directorates, incorporating the outcomes of risk

assessments and equalities impact assessments

SO4: to provide high quality cost effective strategic and financial support to City Strategy, Resources and Chief Executives directorates and corporate strategies as needed.

SO5: to improve health and safety of staff and customers throughout City Strategy and Chief Executives directorates, by contributing to and implementing Corporate strategies and actions.

SO6: to provide a high quality IT service through delivery of a directorate IT strategy in line with the corporate IT strategy

SO7: to provide high quality HR support to the directorate, through the provision of appropriate advice and policies, accurate and relevant information, and recruitment and retention of staff

SO8: to continue to provide high quality cost effective customer service provision through reception, technical and admin, management support, administration, draughting and printing services in line with corporate and customer requirements

SO9: to develop and motivate staff through effective HR policies enabling them to undertake their jobs

SO10: To coordinate the implementation of cross-directorate and corporate initiatives across the directorates

SO11: To contribute to the Corporate Strategy and Operational Effectiveness Programme

SO12: To support the City Strategy , Resources and Chief Executives Directorate Management Teams

SO13: To decrease the tonnage of biodegradable waste going into landfill through access to waste treatment

SO14: To support the NYCC/CYC Waste Management Partnership, specifically relating to the Waste PFI project.

Section 2: The Drivers

Driver type	How might this affect our service
<ul style="list-style-type: none"> • Legislative change, Employment, Waste, Stronger Prosperous Communities, Equalities • Community Strategy, Corporate Strategy, Local Area Agreements (LAA's) , future Community Area Agreement (CAA's) and Local Public Service Agreement (LPSA) • Local Authority Funding • Improved customer support and response • Corporate strategies and frameworks, including IT, HR, Job Evaluation, Health and Safety • CPA and other inspections • Core activities including financial management and 3 year strategy, support services. 	<ul style="list-style-type: none"> • HR policy changes may require implementation, service changes required with support services knock on implications e.g. customer contact, concessionary travel • Changed priorities / focus implies changes to data retained services provided and support required • Impact on funding available corporately and by service. • Directly through reception support, indirectly through information requirements from front line services • Changed directorate procedures and implementation plans may impact on front line service provision • Short term change in focus and action plans as a result of inspections • Diversion from these onto priorities, unable to progress as should – potential ongoing control and support implications.

<ul style="list-style-type: none">• Working within corporate frameworks – e.g. Directorate Business and service planning, addressing Staff survey issues, Business Continuity, Risk Management,, Code of Conduct, Attendance Management and efficiency projects• Performance improvement e.g. Creditors payments on time, provision and quality information and data, Training and Development , Consultation and Health and Safety improvements Action Plan c) Equalities d) Residents opinion and talk about survey results• Specific Projects e.g. City Strategy Vision , Training and Development i.e. Apprentice Scheme, Replacement FMS, Job Evaluation, Waste and Highways PFI, New IT or technology upgrades – Corporate GIS, FMS	<ul style="list-style-type: none">• Provision of documents / information etc required to support directorate working – changed approaches require directorate and service amendments• Focused information provision and activity – implications on support services and front line e.g. attendance management requires HR monitoring and management by managers.• Diversion from core activities to support projects
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Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
To continue to improve the effectiveness of Resource and Business Management in light of budget savings, E-Government and Highways PFI (including dealing with HR implications), adapting to changes effectively	The same level of service expectations will exist with less resources to deliver
Continue to contribute to the corporate agenda e.g. performance management framework and business plan, to have an effective impact into corporate procurement projects to ensure value for money for CYC, including the Income Collection Project , E-Government programme	The improvement in the way that the Directorate Manages performance will allow DMT's and the Executive to make informed decisions on the allocation of resources To support the prioritisation and communication of activities across the Directorate. Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council Directorate has responsibility for property database for the Council and the major GIS use across the Council
Waste PFI – To ensure that the waste PFI project is in line with the project plan. Approval of shortlist in October 2008	To support the delivery of IS1 Corporate Priority
Implementation of a three year Budget Strategy	To prioritise spending over the future years
Manage the outcome of the job evaluation process	Potential to have a significant impact on the ability to retain and recruit staff in key posts within the directorate.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
DIP 1: Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Monitoring and management of directorate business and service planning process and best value service improvements. Delivery of a waste treatment solution in conjunction with NYCC
The Resource and Business Management department provides support to all the corporate priorities within the Corporate Strategy 2007-11, but its primary role is in the corporate values (below) that focus on improving our internal business.	
Value 1: Deliver what our customers want	Coordination of EIA's, action plans to improve and contribution to corporate achievement
	Compliance with financial and procurement regulations
Value 2: Providing strong leadership	Through directorate performance management framework
	Improved and regular reports to ensure directorate financial performance is achieved and Gershon is achieved through forward planning
Value3: Supporting & Developing people	HR client and officer responsibility for implementation of HR policies and procedures

Value 4: Encouraging improvement in everything we do	Improved performance management framework and performance, service plan roll out
It does this through the provision of timely, accurate and relevant information to the Council and whole Directorate in the areas of its expertise	Implementation of IT and e-government projects as relate to directorates and front office changes
	Retention of strategic and operational risk register and monitoring of progress on actions to address high strategic and operational risks

Section 5: Scorecard of improvement measures & actions

Customer based improvements

Customer Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
C1a: Monitor correspondence that should be replied to within 10 days across the directorate	97.7% (Q1+2)	95%	95%	95%
C1b: Monitor correspondence that should be replied to within 10 days across Resource and Business Management	100% (Q1+2)	95%	95%	95%
C2: All customers to reception seen within 5 minutes	100% ((Q1+2)	100%	100%	100%
C3a: Telephone calls are answered within Customer First standards across the directorate	94.86% (Q1+2)	95%	95%	95%
C3b: Telephone calls are answered within Customer First standards across Resource and Business Management	93.77% (Q1+2)	95%	95%	95%
C4: Users set up with password within 1 working day	100%	100%	100%	100%
C5: Percentage of stage 2 complaints solved within 10 working days within City Strategy Directorate	100%	95%	95%	95%
C6: Percentage of stage 3 complaints responded to and problem solved within 10 working days within City Strategy Directorate	100%	95%	95%	95%
Customer Actions				
Improvement action				Deadline
Weekly / monthly monitoring and reporting of correspondence to DMT, quarterly reporting to Members				Ongoing
Monthly reporting and management of call answering through GMT's				Ongoing
Continue to ensure there is cover for setting up IT passwords				Ongoing
Increase the use of multi skilled staff throughout the Business and Policy Development and Customer Support Services to improve the efficiency of all services to both the public and internal customers				Ongoing
Review of regulatory format of budgetary control information				Ongoing

Work with easy@york on improving response times to Members	Ongoing
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Process based improvements

Process Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
P1: Invoices paid within 30 days across the City Strategy, Resources and Chief Executives Directorates	96.72% (Q1+2)	95%	95%	95%
P3: Reports to HSE under RIDDOR per annum	0 (Q1+2)	5	4	3
Process Actions				
Improvement action	Deadline			
Continue to monitor invoice payments, work with central creditors to introduce improved methods of payment, reducing numbers of invoices where possible	Ongoing			
Ensure appropriate work planning for system owners to enable updates to be done on time	Ongoing			
Agree clear timescales, deadlines, responsibility and management measures to ensure performance management framework complied with	Ongoing			
Continuous monitoring and management of services provided to maintain high support service standards	Ongoing			
Ensure corporate deadlines and instructions on closure of accounts followed.	Ongoing			
Ensure all EIA's are undertaken and actions built into service plans	Ongoing			
Undertake risk assessments and follow up with actions to address risks	Ongoing			
Undertake action plan to address Health and Safety issues	Ongoing			
Introduce directorate budgetary control policy	Ongoing			
Undertake a review of file usage and directory structures, freeing up and making effective use of storage space	Ongoing			
Review recharges process particularly Legal Services and Chief Executives	Ongoing			
Quality and accurate monitoring of delegated decisions	Ongoing			
Closedown timetable for accounts adhered to	Ongoing			
Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhered to.	Ongoing			

Resource management improvements

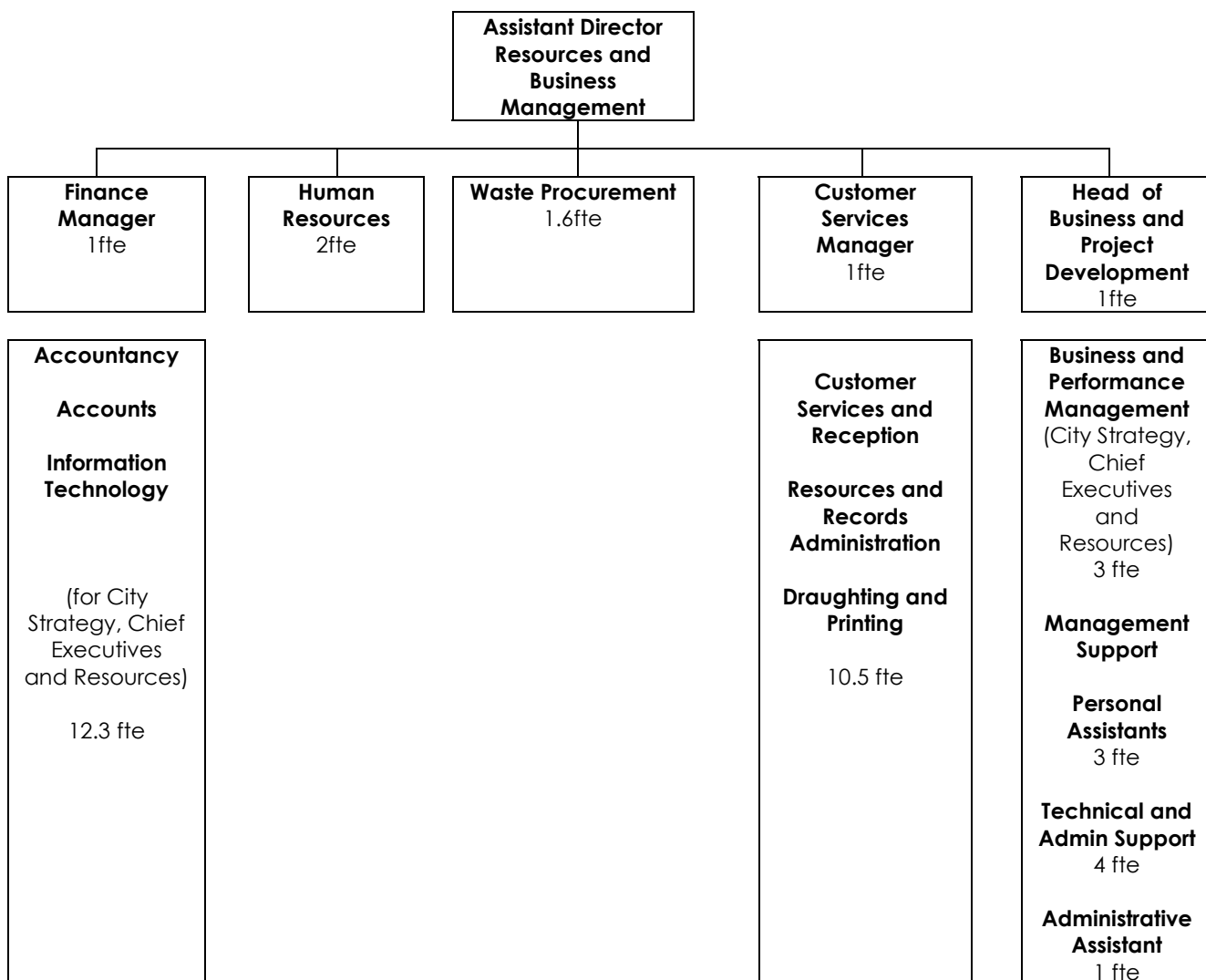
Resource Measures				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
F1: Spend within budget for directorate and portfolios (Annual)	0.7%%	Under 0%	Under 0%	Under 0%

F2: Spend within budget – R&BM and Portfolio (Annual)	-1.2%	Under 0%	Under 0%	Under 0%
F3: Cost of recruitment per post (quarterly measurement) successfully filled (Annual)	£1591 (06/07)	No set Target		
S1: BVPI 12: Number of staff days lost to sickness (and stress) across directorate (days/FTE)	4.61 days (Q1+2)	Less than 10 days	Less than 10 days	Less than 10 days
S2: Number of staff days lost to sickness (and stress) across RBM	3.35 days (Q1+2)	5 days	5 days	5 days
S3: CP 13a - Days lost for stress related illness as a percentage of sickness days taken across the directorate	11.42% (Q1+2)	Less than 10 %	Less than 10 %	Less than 10 %
S4: CP 13b - Days lost for stress related illness as a percentage of sickness days taken across RBM	50.01% (Q1+2)	Not target based	Not target based	Not target based
S5: BVPI 11a - % of top 5% of earners who are women	20%	Not target based	Not target based	Not target based
S6: BVPI 11b - % of top 5% of earners who are from an ethnic minority	0%	Not target based	Not target based	Not target based
S7a: % starters completing induction process across City Strategy	65.5% (06/07)	80%	90%	90%
S7b: % starters completing induction process RBM	65.5% (06/07)	100%	100%	100%
S8a: % Leavers completing exit process across City Strategy	79%	80%	90%	100%
S8b: % Leavers completing exit process across RBM	79%	100%	100%	100%
S9a: % staff in City Strategy directorate appraised (Annual)	73.82% (06/07)	100%	100%	100%
S9b: % staff in RBM appraised in the last 12 months (Annual)	77.5% (06/07)	100%	100%	100%
S10a: Overall staff satisfaction rating of staff in directorate in staff survey	61% (07/08)	Not conducted	Next survey 09 80%	Not conducted
S10b: % of staff expressing satisfaction with their job (RBM)	89% (07/08)	Not conducted	Next survey 09 90%	Not conducted
Customer Actions				
Improvement action				Deadline
Monitor and manage the quality performance (through process pi's above) whilst managing spend				Ongoing
Monitor, review and action recruitment performance to achieve VFM				Ongoing

Monthly monitoring, review and actions recommended relating to directorate spend	Ongoing
Promote use of support services to maximise effectiveness	Ongoing
Undertake an action plan to increase efficiency savings in the directorate	Ongoing
Complete actions arising from internal and external audit reviews	Ongoing
S106 review and reporting	Ongoing
Update induction and exit processes and documentation and apply to all staff starting and leaving	Ongoing
Regular and timely monitoring and management of HR information on appraisals, sickness	Ongoing
Devise and implement an action plan for addressing staff survey issues as relevant	Ongoing
Devise, implement and monitor a directorate training and development plan	Ongoing
Ensure that LAMS (Leadership and Management Scheme) is rolled out and embedded across the Directorate	Ongoing
Staff suggestion scheme	Ongoing
Promoting ECDL	Ongoing

Section 6: Resources (1 page max)

- Staff numbers (41.4 fte)– Assistant Directors (1 fte), Business & Project Development and Management Support (12 fte), Customer Services (11.5 fte), Waste (1.6 ftes), HR (2 fte), Finance (13.3 fte)



- The resources have been reduced by £35k from 07/08 (2 FTE) to provide the same service PL to amend
- Work is continuing on the Easy@York project and the Highways PFI. This is likely to result in changes to the structure in the future

Budget

	<u>2007/08</u>	<u>2008/09</u>	2008/09 will be completed for March EMAP
Employees	£ 1,283k		
Premises	£ -		
Transport	£ 37k		
Supplies and Services	£ 396k		
Miscellaneous	£ 2,606k		
– Recharges	£ 2,606k		
– Other	£ -		
Capital Financing	£ -		
Gross cost	£ 4,322k		
Less Income	£ 4,306k		
Net cost	£ 16k		

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**Meeting of Executive Members for City
Strategy and Advisory Panel****14th January 2008**

Report of the Director of Neighbourhood Services

PETITION REGARDING ANTI-SOCIAL BEHAVIOUR**Summary**

1. This report advises Members of the receipt of a petition presented to a meeting of full Council on 4th October 2007 on behalf of the residents of Rawcliffe, regarding alleged anti social behaviour.
2. The residents are asking that the council notes the issues raised relating to anti social behaviour and works with partners to seek a resolution.
3. Members are asked to note the actions taken by Safer York Partnership and the safer neighbourhoods policing team.

Background

4. Since January 2007, as part of an initiative to increase policing at a local level, dedicated Safer Neighbourhoods Policing Teams have been allocated to each of the wards in York. Part of their remit is to respond to the community safety concerns reported by communities and to work with partners to address those concerns. Safer York Partnership co-ordinates and facilitates multi-agency problem solving and works with the residents and the relevant agencies to develop plans to address concerns relating to unlawful activities including nuisance and anti-social behaviour.

Options

5. As this report is to note, there are no options to be considered.

Analysis

6. Between 1st August 2007 and 14th November 2007, the police incident log shows 39 reports of anti-social behaviour generated by residents in Rawcliffe. These incidents largely refer to reports of large gatherings of youths behaving in a rowdy and disruptive manner and/or causing nuisance and intimidation to the residents living close to the Recreation ground.

7. A small group of residents have approached the police, council, their MP and Safer York Partnership raising concerns about the increase in anti-social behaviour. This recently included the submission of the 88 signature petition to full Council. The petition is attached at Annex One.
8. Whilst the number of reported incidents is not high, both anecdotal and actual evidence gathered by Police Community Support Officers patrolling the area using head cams indicated that anti-social behaviour caused by large gatherings of young people was a problem.. Of all incidents of anti-social behaviour reported in the Skelton, Rawcliffe, and Clifton-Without Ward, 77% related to incidents associated with Rawcliffe recreation ground. However, to put this percentage into context, this equates to 2.5 incidents per week requiring police response.
9. The most common days of the week for incidents occurring were Mondays and Saturdays and the highest levels were reported between 9 and 10pm.

Police Response

10. Since 6th August, the Safer Neighbourhoods policing team for this ward have run a proactive operation in this area to target anti-social behaviour. This has been comprised of provision of crime prevention advice to residents, engagement with the young people and feedback to the community.
11. Between 6th August and 14th November, the Safer Neighbourhoods policing team has conducted 1883 hours of patrol time in this area and has resulted in six arrests and one summons to court. During these patrols, the following alcohol has been seized:
 - 266 cans/bottle of lager
 - 3 2litre bottles of vodka
 - 3 1litre bottles of vodka
 - 7 bottle of white wine
 - 5 1litre bottles of cider
 - 6 bottles of alcopops
12. During the period of the operation, 57 visits were made to the parents of young people encountered and letters were delivered to 21. The top ten regularly offending young people have been identified and a letter has been hand delivered to each stating that they will be visited and monitored regularly.
13. All victims and repeat victims of anti-social behaviour are visited by the Police Community Support Officers (PCSOs) and suitable crime prevention advice is given. PCSOs have also conducted street sweeps where they have undertaken random door knocking to ask residents about their concerns. Whilst the recreation ground has consistently been highlighted as an issue, the skateboard park was not mentioned,

Multi-agency Response

14. Whilst the Safer Neighbourhood Policing team have increased their visibility and activity in this area, they are aware that they are unable to resolve the problems without the support of other agencies. In October they contacted Safe York Partnership to seek assistance in resolving these issues, unaware that Safer York Partnership had also been contacted directly by members of the community and was very recently in receipt of the petition.
15. Following contact from the residents and receipt of the petition, the Safer York Partnership Architectural Liaison Officer carried out a crime prevention survey of the area.
16. On 14th November, the Director of Safer York Partnership chaired a multi-agency meeting which comprised of representatives from the Safer Neighbourhoods Policing team, City of York Council Youth Services, the Safer York Partnership Architectural Liaison Officer, two members of the Rawcliffe Recreation Committee and Councillors J Watt and R Moore.
17. At this meeting, the police statistics were presented and discussion centred around issues relating to the recreation ground. It was agreed that whilst the overall level of anti-social behaviour was not serious, it was sufficient to be causing alarm, harm or distress¹ to the residents in this and the surrounding area.
18. It was acknowledged that the majority of young people gathering in this area were not wilfully causing anti-social behaviour but that at times the noise and litter that resulted in them gathering was a cause for concern. Youth Services stated they would be willing to participate in working with other agencies to identify a solution.
19. Possible actions discussed included further engagement with the young people to identify their needs and work with them to develop a solution, consideration of the findings of the Architectural Liaison Officer's report to identify short medium and long term target hardening solutions and further work through the Safer Communities Policing team to feed back on actions to the community and continue patrols in the area. Safer York Partnership has identified funding to support implementation of these actions and further support has been offered from the Recreation Committee through availability of the hall for consultation and some limited financial contribution.
20. All of the actions agreed have now been documented in an action plan which is attached at Annex Two.

Consultation

21. North Yorkshire Police and Ward Members have been consulted on the actions contained in this report.

Corporate Priorities

22. Resolving the issues of anti-social behaviour in this area will impact on the following Council's corporate aims and priorities:
23. Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York.

Implications

24. Financial

Target hardening will require some funding. Full costings are yet to be determined.

Additional youth service provision will cost £2,500 This is to be funded from Safer York Partnership (Neighbourhood Policing SSCF funding)

25. Human Resources (HR)

There are no human resources implications

26. Equalities

There are no equalities implications

27. Legal

There are no legal implications

28. Crime and Disorder

The main purpose of this report is to identify solutions to reduce crime and disorder.

29. Information Technology (IT)

There are no IT implications.

30. Property

There are no property implications

31. Other

There may be Highways issues relating to some of the specific recommendations regarding reducing access to pathways for motorcycles. Consultation will be undertaken once the full survey of the area is complete.

Risk Management

32. In compliance with the Councils risk management strategy there are no risks associated with the recommendations of this report.

Recommendations

33. That the Advisory Panel advise the Executive Member to:
- 1) Note the receipt of the petition
 - 2) Note the action plan attached at Annex Two

Reason: So as to respond to the petition presented to full council on 4th October 2007.

Contact Details

Author:

Jane Mowat

Director, Safer York Partnership
Neighbourhood Services
Tel No. 01904 669077

Chief Officer Responsible for the report:

Terry Collins

Director Neighbourhood Services

Report Approved



Date 3/01/08

Specialist Implications Officer(s)

Report Author

Wards Affected: Skelton, Rawcliffe, Clifton Without (Specifically Rawcliffe)

For further information please contact the author of the report

Background Papers: None

Annex One

Petition

Annex Two

Planning and action monitoring template: Anti-Social Behaviour in Rawcliffe

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Dear Sir/Madam

Please find attached a petition which has been signed by a number of residents in the Rawcliffe area. We have felt the need to take this course of action after a number of other attempts to elicit change with this issue have not led to any action.

We have telephoned the police, liaised and fully co operated with the community safety officers, attended one council ward meeting and attended two parish meetings. Whilst the police have been as far as possible helpful and sympathetic to our needs, we cannot say the same response has been forthcoming from the council representatives which we have encountered.

At the latest parish council meeting normally only attended by parish council members, due to the strength of feeling on this issue, the meeting was attended by over 40 residents. All of whom were expressing feelings of distress and concern about the anti social behaviour in our area, most of which centres around the skateboard park and recreation ground at Rawcliffe grange

At the meeting residents provided a number of suggestions of how these issues could be resolved which included removing the skateboard park, locking the recreation area, arranging a meeting between Barratts, the council and the police a mosquito alarm and CCTV fitted. Instead of such suggestions being listened to, and ideas offered to us about how to achieve some or all of these, we instead were greeted with silence or reasons for why such things should happen.

This is despite the fact that at least one child has been injured whilst playing in one of these areas, due to the amount of broken glass being found in play areas. There are also now young people climbing over high fencing at the skateboard park to gain entry above a concrete floor.

We are also aware that there are funds within partnership agencies in York which are provided to deal with antisocial behaviour, and therefore could be used to help address this issue.

So again we are offering this petition to you to demonstrate the strength of feeling in this area, and yet again simply asking how can this be resolved with support from the council.

Many thanks

Mrs. Tina Fernie
21 Didsbury Close,
Rawcliffe,
York.
YO30 5NJ

477667 (Home) fresh call after 2pm.

Miss. Ellie Gordon,
Flat 4, Page House,
Didsbury Close,
Rawcliffe.
York.
YO30 5NJ

Mrs. Donna Mitchell,
17 Didsbury Close,
Rawcliffe,
York.
YO30 5NJ

1st part of contact. tel 642461

Friday: 20/09
after 5pm

Petition to Stop the Anti Social Behaviour in Rawcliffe

Petition summary and background

Agust position of the

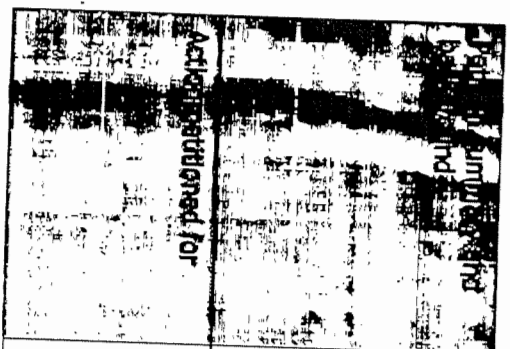
For some time there has been an increase in anti- social behaviour in the rawcliffe area. This has mainly focused around two areas: the newly installed skateboard park at Rawcliffe grange and the closely positioned recreation area. The problems that have been caused range from verbal abuse late at night and in the early hours of the morning, consumption of alcohol by under 18's to broken glass in areas where children play and motor vehicles regularly driving at speed along pavements.

We, the undersigned, are concerned citizens who urge our leaders to act now to:

- Lock up the recreation area at night
- Remove the skateboard park
- Increase policing in this area

Printed Name	Signature	Address	Comment	Date
G SMITH		47 ST MARKS	IN FAVOUR	4.9.07
J. HORSTAKE		30 ST. MARKS GROVE	IN FAVOUR	4.9.07
L THOMPSON		28 ST MARKS GROVE	IN FAVOUR	4.9.07
M THOMPSON		28 St. Marks Grove	in favour	4.9.07
L WISEMAN		24 ST MARKS GOURT	IN FAVOUR	4.9.07
M FORMAN		22 ST MARKS GR	IN FAVOUR	4.9.07
K ANDERSON		20 ST MARKS GR	IN FAVOUR	4.9.02
D COLLIS		18 ST MARKS	IN FAVOUR	4.9.02

Petition to Stop the Anti Social Behaviour in Rawcliffe



For some time there has been an increase in anti-social behaviour in the rawcliffe area. This has mainly focused around two areas: the newly installed skateboard park at Rawcliffe grange and the closely positioned recreation area. The problems that have been caused range from verbal abuse late at night and in the early hours of the morning, consumption of alcohol by under 18's to broken glass in areas where children play and motor vehicles regularly driving at speed along pavements.

We, the undersigned, are concerned citizens who urge our leaders to act now to:

- Lock up the recreation area at night
- Remove the skateboard park
- Increase policing in this area

Name	Signature	Address	Comment	Date
MIKE BROWN		32, COVINGHAM AVE		4.9.07
JAVIER GARCIA		25. COVINGHAM AVE		4.09.07
Rachel Jones		27 COVINGHAM AVE		4.9.07
GARETH JAMES		27 COVINGHAM AVE		4 Sept 07
Carol Jones		" "		"
Daniel Harris		36 Covingham AV		4 Sept 07
Kerry Green		" "		4 Sept 07
JENNY		44 COVINGHAM AVE	great idea.	4 Sept

Petition to Stop the Anti Social Behaviour in Rawcliffe

Munday
15.9.07

<p>Petition summary and background</p>	<p>For some time there has been an increase in anti-social behaviour in the rawcliffe area. This has mainly focused around two areas; the newly installed skateboard park at Rawcliffe grange and the closely positioned recreation area. The problems that have been caused range from verbal abuse late at night and in the early hours of the morning, consumption of alcohol by under 18's to broken glass in areas where children play and motor vehicles regularly driving at speed along pavements.</p>
<p>Action petitioned for</p>	<p>We, the undersigned, are concerned citizens who urge our leaders to act now to: Lock up the recreation area at night Remove the skateboard park Increase policing in this area</p>

Printed Name	Signature	Address	Comments	Date
T Fenna	T Fenna	81 Didsbury close		4/9/07
A. Fenna	A. Fenna	..		4.9.07
REBECCA OWEN	Rebecca Owen	12 RAFF WALK, DIDSBURY CLOSE		4/9/07
MATTHEW CHURCHAGE	Matthew Churchage	..		4.9.07
M. EVANS	M. Evans	23 DIDSBURY CLOSE		4.9.07
E. CURSON	E. Curson	25 Didsbury Close		4.9.07
G. SNOW	G. Snow	25 Didsbury Close		4.9.07
H. BARNES	H. Barnes	27 Didsbury Close		4.9.07

Printed Name	Signature	Address	Comment	Date
A. SEHWLDS	A. Sehwlds	16 St Marks St.		4/9/07
F. PICKFORD	F. Pickford	12 St Marks.		5/9/07
JACSON	J. Jackson	10 St Marks	IN FAVOUR	4/11/07
R. ALDERSON	R. L. Alderson	6 St. Marks Grove	IN FAVOUR.	4/9/07
J. ALDERSON	J. Alderson	"		4.9.07
PAULSON	Paulson	13 MARKS CRESC.	IN FAVOUR	4.9.07
MELLY ABRASSA	M. Abrassa	21 ST MARKS GROVE	IN FAVOUR	4.9.07
M. MUNDLES	M. Mundles	27 St Marks Grove	IN FAVOUR	4.9.07
D. BENTON	D. Benton	29 St Marks Grove	IN FAVOUR	07-09-07
P. WOODINGHAM	P. W.	31 ST MARKS GROVE	IN FAVOUR	4/9/7.
C. MUNDLES	C. Mundles	33 ST MARKS CRESC.	-	4/9/07
M. D. HARPER	M. D. Harper	35, ST. MARKS GROVE	IN FAVOUR	4.9.07
D. ROSE	D. Rose	39 St Marks Grove	-	4.9.07
K. MITCHELL	K. Mitchell	17 Didsbury Close	IN FAVOUR	08-09-07

Petition to Stop the Anti Social Behaviour in Rawcliffe


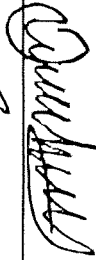


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<p>Action petitioned for</p>	<p>We, the undersigned, are concerned citizens who urge our leaders to act now to:</p> <ul style="list-style-type: none"> Lock up the recreation area at night Remove the skateboard park Increase policing in this area

Printed Name	Signature	Address	Comment	Date
E. Eiden	<i>[Signature]</i>	new house Oxsham Lane	Agree	4/09/07
R. WARR	<i>[Signature]</i>	Page House Didsbury Close	Agree	4/19/07
J. WARR	<i>[Signature]</i>	10 Dearhead Grove Clifton Moor.	Agree	4/5/07.
B. Reddy	<i>[Signature]</i>	37 Conington Ave.	Agree	4/19/07
U. Reddy	<i>[Signature]</i>	37 Conington Ave	Agree	4/9/07
H. BONDIE	<i>[Signature]</i>	34 CONINGTON AVE	Agree	4/19/07
P. KENDRICK	<i>[Signature]</i>	23 Conington Ave	Agree	4/19/07
L. PARKER	<i>[Signature]</i>	40 CONINGTON AVENUE	Agree	4/19/07

Petition to Stop the Anti Social Behaviour in Rawcliffe

Petition summary and background	<p>For some time there has been an increase in anti-social behaviour in the rawcliffe area. This has mainly focused around two areas: the newly installed skateboard park at Rawcliffe grange and the closely positioned recreation area. The problems that have been caused range from verbal abuse late at night and in the early hours of the morning, consumption of alcohol by under 18's to broken glass in areas where children play and motor vehicles regularly driving at speed along pavements.</p>
Action petitioned for	<p>We, the undersigned, are concerned citizens who urge our leaders to act now to:</p> <ul style="list-style-type: none"> Lock up the recreation area at night Remove the skateboard park Increase policing in this area

Printed Name	Signature	Address	Comment	Date
R.H. BELLS	R.H. Bells	19 Doves Green Close Rawcliffe YO30 5NJ		5 Sep 07
R. SMITHSON	R. Smith	9 Deanhead Grove		5/9/07
W. SMITHSON	W. H. Smith	" "		5/9/07
J. FADDY	J. Faddy	3 Deanhead Grove.		5/9/07
D. FADDY	D. Faddy	" "		---
M. Boyes	M. Boyes	4 Deanhead Grove.		5/9/07
S. ADLEY	S. Adley	29 DISBURY CLOSE		5/9/07
M. Adley	M. Adley	" "		5/9/07

Printed Name	Signature	Address	Comment	Date
STEWEN HARRIS		4 Didsbury Close	THERE IS A SAFETY ISSUE	4.9.07
DAVID GOTHARD		4 Didsbury Close	" "	4.9.07
RUTH WINDERTY		32, Cuningham Ave.	DUGS!!!	4.9.7
CHRIS SAWYER.		" "	NONSENSE!	4.9.07

Printed Name	Signature	Address	Comment	Date
Sarah Eulich		31 Didsbury Close, Rosculiff		4/9/07
Graig Ellith		31 Didsbury Close, Rosculiff		4/9/07
James Wainwright		38 Didsbury Close	Overseas at Trenton, returns in approx 2 weeks 5 days.	4/9/07
LIS WAINWRIGHT	E Wainwright	38 DIDSBUERY CLOSE		4/9/07
AURL SMITH		36 Didsbury Close		4-9-07
Corily Wainwright	C Wainwright	28 DIDSBUERY CLOSE		4-9-07
L. DONN'S	L. DONN	14 Didsbury Close		4/9/07
L. Dawson	L. Dawson	12, Didsbury Close		4.9.07
Piki Spence		12, DIDSBUERY CLOSE		4/9/07
S. Gains		15, Didsbury Close		4-9-07
M. Harris	M. Harris	15, Didsbury Close		4-9-07
A. Boyle	A. Boyle	11 DIDSBUERY CLOSE		4/9/07
J. Boyle		11 DIDSBUERY CLOSE		4-9-07
A. Ellith		3 Didsbury Close		4-9-07
S. Harris	S. Harris	4 Didsbury Close		4-9-07
C. Harris		4 Didsbury Close		4-9-07



PLANNING ACTION & MONITORING TEMPLATE RAWCLIFFE ANTI-SOCIAL BEHAVIOUR

Updated Wednesday 21st November 2007

ACTIONS:

VICTIM

	Action	How?	Who	Progress to date
V1	Feedback on actions taken to date by NPT to complainant	Meeting with complainant	RA JMow	Meeting arranged 23/11
V2	Feedback on actions taken to date by NPT to community	<ul style="list-style-type: none"> • Article in Ward Newsletter • Leaflet to be produced for dissemination to residents • Delivery of leaflet by PCSOs 	JMow JMow RA	Information sent to Michael Hawtin NMU 20/11/07 30/11/07 w/c10/12/07
V3	High visibility reassurance patrols	Continue to provide reassurance patrols	DM	Ongoing
V4	Follow up visits from reports of ASB	NPT to carry out follow up visits to reporters of ASB in the area	DM	Ongoing

OFFENDER

	Action	How?	Owner	Progress to date
O1	Provide some detached youth work to consult with young people and develop a solution	<ul style="list-style-type: none"> • Provide costings for youth work to SYP • Arrange consultation sessions 1st & 4th Monday of Month • Notify SYP of suggestions for solutions • Recreation Association to consider funding contribution 	SH SH & GJ SH GJ	Done
O2	Identify top 10 offenders	<ul style="list-style-type: none"> • Data & Intelligence analysis 	IR	Ongoing
O3	Use of ABCs & other ASB legislative tools	<ul style="list-style-type: none"> • Liaise with ASB Co-ordinator SYP 	IR	

LOCATION

	Action	How?	Owner	Progress to date
L1	Undertake further assessment of interventions identified in ALO report	<ul style="list-style-type: none"> • Identify priorities • Provide costings for restrictive gating to reduce motorcycle access 	JM JM	
L2	Analyse data & information relating specifically to the skateboard park	<ul style="list-style-type: none"> • Analyse incidents 	IR	No issues reported. Discussed at meeting and decision taken to monitor but nfa to be taken. New fencing noted
L3	Work with Recreation committee to	<ul style="list-style-type: none"> • Survey to be 	JM/GJ	

	undertake crime prevention surveys relating to planned developments	carried out		
L4	Monitor handover of land from Barratts to CYC	<ul style="list-style-type: none"> Liaise with Barratts 	JM	

Additional Issues

	Action	How?	Owner	Progress to date

Funding Decisions

	Action	How?	Owner	
O1	Costings for youth Work			<p>Costings for 2 detached workers - one senior and one support for 2 evenings per week:-</p> <p>Senior Youth Worker</p> <p>£11.47 per hour @ 6 hours per week X 16 weeks = £1101.12 + £ 286.30 on costs of 26% = £1387.42</p> <p>Support Youth Worker</p> <p>£8.35 per hour @ 6 hours per week X 16 weeks = £801.60 + £176.35 on costs of 22% = £977.95</p>

Date and Time of Next Meeting:

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Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy

Petition on Affordable Housing

Summary

1. The purpose of this report is to consider the petition received on affordable housing. In responding it refers to two recent reports to the Executive regarding the Affordable Housing Policy Review and the Council's response to the Secretary of States Proposed Changes to the Regional Spatial Strategy (RSS), both of which address the issues raised in this petition. The report acknowledges the increased housing needs facing the city and the need to maximise the role of the planning system in dealing with these issues whilst also acknowledging that solutions outside of planning will also need to be found to address growing affordable housing need in the city.

Background

2. The Council has received a petition signed by 666 signatories stating the following:

“We the undersigned are extremely concerned at the lack of affordable family housing in York. We call on the Council to act urgently and decisively to seek and increase in the overall number of new affordable homes and to seek a higher housing allocation to bring housing sites forward.”
3. This paper sets out the Council's proposed response to this petition drawing on the information and recommendations in two reports considered by the Council's Executive on 18th December 2007. The first was a Review Report on Affordable Housing requested by the four leaders following the Council elections in May 2007. The second was the Council's Response to the Secretary of State's Proposed Changes to the Regional Spatial Strategy (RSS).
4. The Review Report on Affordable Housing looked at the availability of affordable and social housing in the city and the effectiveness of the 50% affordable housing planning policy. The report on the Council's Response to the RSS Proposed Changes dealt with issues around the number and type of housing, including affordable, needed in the city. This City Strategy EMAP report draws out the key conclusions from these studies in responding to the petition outlined above.

Options

5. Members have two options in relation to this report:

Option 1: To accept the recommendations in this report that: the most appropriate mechanism to explore affordable housing planning policy issues in the City is through the Local Development Framework process; that the Council continues to explore opportunities outside the planning system to maximise affordable housing provision. To note the Council's response to the RSS Proposed Changes accepting a higher housing allocation for the city.

Option 2: Not to accept the recommendation and ask officers to progress work to review planning policy on affordable independently of the LDF process.

6. The later option would encounter issues of 'soundness' should we seek to implement new planning policies independent of the LDF process. Our recommendation is therefore that we continue to implement the planning policies on affordable housing as set out in the City of York Draft Local Plan which was adopted for development control purposes in April 2005. The Affordable Housing Advice Note will continue to provide guidance to land-owners, developers and house builders on the implementation of this policy. The Strategic Housing Market Assessment was adopted by the Planning Committee in September 2007 and will continue to be used for determining our response to planning applications received so that we can maximise the number and right type of homes needed in the city.

Analysis

The Strategic Housing Market Assessment

7. The City Council undertook a comprehensive assessment of market demand and housing need in 2006, with the final report submitted and approved by the Local Development Framework Working Group in May 2007. The Strategic Housing Market Assessment (SHMA) provides an essential part of the evidence base of the City's Housing Strategy and Local Development Framework (LDF). It enables a greater understanding of the dynamics of the housing market, housing need and aspiration, to be identified and the mix and types of homes required. The outcomes of the SHMA 2007, which were reported to and approved by Planning Committee in September 2007, are now being used for development control purposes in order to agree the most appropriate housing tenure, size and type on individual sites and also to influence housing and planning policy for the future.
8. Among the many findings, it concluded that the level of housing need in York is higher than almost any other area in the North of England (with house prices 28% above the regional average), that the most severe price increases have occurred for the less expensive 'starter home' house types (up by 242% since 1997), and that the typical house prices to earnings ratio in the city is extremely high at 8:1¹. The 2002 Housing Needs Study (2002) concluded an annual affordable need for 950 homes per annum in York over 5 years based

on the government (CLG) definition which states that households should not have to spend more than 25% of income on housing. The 2007 SHMA concludes that this need has increased to 1,218 homes per annum between 2007 and 2012 (using the same CLG definition). This clearly reveals an increasing affordable housing issue facing the city.

9. The petition calls on the Council to seek a higher housing allocation and to seek an increase in the overall number of new affordable homes. It expressed concern at the lack of affordable family housing in York. These are addressed below.

A higher Housing Allocation.

10. In the report to the Executive on 18th December, which sets out a proposed response to the RSS Proposed Changes, the issue of housing numbers was considered. The report acknowledged that since draft RSS was published in December 2005 revised household projections were published (2006), which showed significant projected growth in the number of households nationally and in York (765 new households per year), reflecting a growing population, smaller households and people living longer. A new set of national household projections was published in 2007. These predicted even higher levels of household growth nationally and for York (1055 new households per year) with the significant increase reflecting much higher inward migration being assumed, both nationally and in York.
11. The annual housing requirement for York in the Draft RSS (2005) was to build **640** new homes per year to 2016 then **620** per year to 2021. The Secretary of State's Proposed Changes to draft RSS would require York to provide **850** new homes per year from 2008 to 2026.
12. The Executive report referred to the 2007 York Strategic Housing Market Assessment (SHMA) which concluded that, to achieve a balanced housing market in York, **982** new dwellings (market plus affordable) would be required per year. The Report noted that the fact that demand/need exceeds the RSS target is not necessarily a compelling argument for changing that target, and that many other factors have to be borne in mind, including infrastructure constraints and the need to protect the special character and setting of the city. The SHMA acknowledged that these factors would need to be taken into account in coming up with an appropriate annual requirement for new housing.
13. The Executive report recognised the pressing housing needs in the city and a need to better align housing and economic growth and recommended the acceptance of the 850 new homes per year requirement set out in the RSS Proposed Changes, subject to two important caveats. These were some allowance for future brownfield windfalls being taken into account (to minimise the need to un-necessarily release further greenfield sites) and the need for greater regional and national support for infrastructure, particularly transport, to support the 'step change' in new homes that will have to be provided.

14. The Council has therefore responded to the pressing housing demand and need issues facing the city by agreeing to the increased housing requirement set out in the RSS Proposed Changes.

Maximising the number of affordable homes

15. Maximising the number of affordable homes will need solutions both within and outside of planning policy. Solutions within the role of planning are addressed first.

Solutions using the planning system

16. Government guidance is to seek to maximise affordable housing opportunities through the planning system. In April 2005 Members approved an increase in the Local Plan affordable housing target from 25% to 50%, and a lowering of the urban threshold at which the policy applies from 25 to 15 dwellings. This followed an analysis of what might be achieved through lowering thresholds and increasing affordable targets, and in acknowledgement of rapidly increasing house prices and a growing mismatch in the city between those increases and local incomes.
17. Through the Local Development Framework and work on its Core Strategy we are reviewing the effectiveness of the current affordable housing policy and asking a number of key questions:
 - Should we continue with the Local Plan approach, which seeks 50% affordable housing or should we consider a figure closer to the RSS target of “at least 40%” ?
 - Should we continue with the Local Plan approach, which only seeks affordable housing on sites greater than 15 dwellings/0.3 hectares in the main urban areas or should we lower the threshold below 15 dwellings/0.3 hectares so that more sites would be subject to the policy?
18. The findings of the city-wide consultation, carried out jointly with the review of the Community Strategy through the Festival of Ideas 2, will be reported back to Members of the LDF working Group in the new year.
19. The Review Report on Affordable Housing considered by the Executive on 18th December looked at the effectiveness of the current 50% policy in some detail. It highlighted the increasing success of the 50% policy but sought endorsement for the view that the most appropriate forum to understand, discuss and revise affordable housing policy in the city is through the LDF programme, and in particular through the preparation of the Core Strategy.
20. The best way to maximise affordable housing opportunities through the planning system is to retain a higher target (i.e. 50%). If sometimes, through detailed and assessed viability appraisals revealing unexpected costs of remediation, there will in fact be justifiable reasons for not meeting the 50% target, then reasonable levels can be agreed accordingly. The lowering of urban site thresholds to below 15 dwellings/0.3 hectares will also create significant

opportunities to maximise affordable housing provision as will the use of Social Housing Grant to 'top up' levels where viability issues would deliver less than 50%.

21. All these issues will be considered thoroughly through the LDF process in determining the best way to maximise affordable housing opportunities through the planning system.

Solutions outside the planning system

22. With an overall likely RSS housing target for York to meet both market demand and affordable housing need (850 dwellings per year) and a 50% affordable housing policy which, critically, only applies to sites over a certain size threshold, at best we could deliver circa 300 additional affordable homes through the planning system each year. The affordable housing requirement is for 1218 affordable homes per year in York to tackle both newly arising and current housing needs. This illustrates that the solution to the affordable housing problem cannot come from the planning system alone
23. It is also clear that increasing the supply of homes will not have any appreciable difference on house prices, nor will it tackle the 8:1 average house price to income ratio average for York. York is in a high demand area, partly as a result of its proximity to Leeds and largely because it is an attractive place to live. New build each year represents less than 1% of York's total housing stock, and so will not dramatically affect the wider house price crisis.
24. It is therefore essential that the Council ensure that other initiatives are pursued to make the most effective use of the existing affordable and private sector housing stock in the city. The key initiatives, as set out in the Review Report on Affordable Housing to the Executive, include:
 - Ensuring the Council makes best use of opportunities to nominate tenants and purchasers to housing association homes.
 - Re-modelling of existing council and housing association homes to meet current need and aspiration (either through demolition or refurbishment) where these are unpopular or do not meet decent homes standards. This work is particularly important in light of the number of family homes that have been sold under the right to buy and the disproportionate number of flats / bedsits in the CYC housing stock.
 - Establishing partnerships and joint protocols with our partner housing providers to help meet our statutory duties to homeless households.
 - Working with the private sector using our licensing and enforcement powers to improve the standard of housing in the rented sector.
 - Working with both owner occupiers and Council tenants to ensure that changing needs due to a disability or caring responsibilities can be accommodated and met without the need to move to a new home.
 - Reviewing our grants policy for owner-occupiers and encouraging the take up of Home Appreciation Loans to fund necessary repairs and improvements.

- Working with property owners to bring back empty properties into use and utilise our empty property grant to ensure that financial assistance enables properties to be let and managed by a housing association.
- Researching the level of under occupation of council homes and looking at incentives and assistance to encourage tenants to move to a different property. This includes supporting a bid for funding through the Golden Triangle Partnership.
- Support the work of the Golden Triangle Partnership in delivering a low cost home ownership scheme – Homebuy Plus - across the York, Harrogate and North Leeds districts. In the past year the scheme has enabled over 20 households, who otherwise could not access the housing market in York, to purchase a home on the open market.

Meeting Affordable Family Housing Needs

25. The 2007 SHMA concludes that there is both a backlog and a projected need for all types of housing in York, with a net annual need of 366 affordable homes for households with children, 836 for households without children, and 16 per annum for older persons¹.
26. The SHMA uses the Balancing Housing Markets model, to consider the extent to which supply and demand are balanced across tenure and property size. There is evident demand for both houses and flats, and for all sizes from 1 bedroom to 4 bedroom and larger. It confirms a particular demand for 2 and 3 bedroom houses.
27. Most of the net requirement for social rented housing is for 2 bedroom homes, although the results also suggest a shortage of 3 and 4 bedroom houses. There is only a modest shortage of one bedroom social rented homes – reflecting the relatively high supply of such properties in this sector.
28. The Housing Market Assessment will be used as a key part of the LDF evidence base in determining the appropriate mix and type of housing (both market and affordable) that we will be seeking in the city. It was also adopted by Planning Committee in September for development control purposes and is being used to seek a better mix of homes on all new sites coming forward to ensure that we can help to meet the need for family homes in the city.
29. The significant number of the affordable homes being delivered on the two large sites at Germany Beck and Derwenthorpe will also be predominantly family homes helping to address the shortage of such units in the city.

Conclusions

30. The three key issues raised in the petition were: increasing overall housing allocation for the city; increasing affordable housing numbers; and addressing the lack of affordable family housing in York.

¹ SHMA, Fordham Research, June 2007, Chapter 14

31. This report has highlighted how the Council is seeking to address these issues through:
- Accepting a higher housing allocation in the RSS – up from 640 to 850 new homes per year
 - applying the current 50% affordable housing policy and reviewing through the Local Development Framework its effectiveness, including considering whether lowering site thresholds is a realistic way of helping to achieve more affordable housing
 - using the detailed findings of the York Strategic Housing Market Assessment to seek a better mix of homes in new developments to address need for more family housing (market and affordable) in the city.

Consultation

32. The review of Draft RSS and the Secretary of State's Proposed Changes was subject to comprehensive consultation firstly through the Regional Assembly and then through the Government Office at the Proposed Changes stage. The Council's response to these Proposed Changes was considered by the Council's Executive on 18th December 2007. The work on the Local Development Framework Core Strategy has been subject to considerable consultation, most recently through the Festival of Ideas 2 consultation in the summer, which has considered our approach to addressing housing demand and affordable housing needs in the city in some detail. The findings of the consultation, which will inform our review of affordable housing policy will be reported back to Members through the LDF Working Group, early in the new year.

Corporate Priorities

33. The Council's response to the issues raised in this affordable housing petition have been framed with the following Corporate Priorities in mind:
- Improve the economic prosperity of the people of York with a focus on minimising income differentials.
 - Improve the quality and availability of decent, affordable homes in the city.

Implications

34. Implications are as listed below:
- **Financial** None
 - **Human Resources (HR)** None
 - **Equalities** None
 - **Legal** None
 - **Crime and Disorder** None
 - **Information Technology (IT)** None

- **Property** None
- **Other** None

Risk Management

35. In compliance with the Council's risk management strategy, there are no significant risks associated with the recommendations of this report.

Recommendations

That the Advisory Panel advise the Executive Member to:

1. Note that the Council's response the RSS Proposed Changes addresses the request in this petition for a higher housing allocation for the city.
2. Note that through its 50% affordable housing policy and the use of the York Strategic Housing Market Assessment the Council is seeking to maximise the number and right type of affordable homes (including family homes) needed in the city.
3. Agree that the most appropriate mechanism to explore any potential review of affordable housing planning policy issues in the City is through the Local Development Framework process;
4. Note that the Council continues to explore opportunities outside the planning system to maximise affordable housing provision.

Reason: to provide a suitable response to the affordable housing petition received.

Contact Details

Author:

David Caulfield
Head of City Development
City Strategy
Tel: (01904 551313)

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

Report Approved

 y

Date 21st December 2007

Specialist Implications Officer(s) None

All

Wards Affected: All

For further information please contact the author of the report

Background Papers:

1. City of York Council Response to the Secretary of State on the Proposed Changes to the Regional Spatial Strategy, Executive, 18th December 2007.
2. Affordable Housing Review Report, Executive, 18th December 2007.

Annexes: None



Meeting of the Executive Member for City Strategy and the Advisory Panel

14 January 2008

Report of the Director of City Strategy

PUBLIC RIGHTS OF WAY – PETITION SEEKING THE ADDITION OF CHAPEL ALLEY, FULFORD TO THE LIST OF STREETS MAINTAINABLE AT THE PUBLIC EXPENSE

Summary

1. This report is in response to the receipt of a petition (Annex 1) signed by 127 residents of Fulford, requesting that the path known as Chapel Alley be adopted by the Council.
2. The report considers 2 options to progress the matter and recommends that the Advisory Panel advises the Executive Member to approve Option B and authorise officers to carry out the required surveys and costing required with a view to presenting this information to the next available EMAP meeting for further consideration.

Background

3. Chapel Alley links Main Street to School Lane in Fulford (see Annex 2 Location Plan). The path is approximately 88 metres long, has a tarmac surface and street lighting. The surface is in poor condition (see Annex 3 photos). It is not recorded on the Definitive Map and Statement – the legally conclusive record of known public rights of way, nor is it recorded on the List of Streets Maintainable at the Public Expense (LoS) i.e adopted.
4. After extensive investigations by Fulford Parish Council, including land registry searches and the posting of a Notice at either end of the path, no owners of the path have been identified.
5. Fulford Parish Council initially wrote to the Council in June 1998, requesting that the surface of the path be repaired. The Parish Council was advised that as the path was not recorded on either the Definitive Map or the LoS, then as the Council had no record of it being either a public right of way or a highway maintainable at public expense it had no maintenance liability for it.
6. The Parish Council was further advised that, although the path was not recorded, it did not preclude the existence of public rights or maintenance

liabilities. However, before any public funds could be used to repair it, it would have to be proven firstly that it was a public right of way and secondly that it was repairable at the public expense. The forms required to add the path to the Definitive Map were sent to the Parish Council but were not returned.

7. On receipt of another letter from the Parish Council in November 2000, regarding the surface of the path, the forms to add the path to the Definitive Map were once again sent to the Parish Council. Again they were not returned.
8. In April 2001 the Parish Council wrote with information relating to the past maintenance of the path and also the history of its origins. The letter did not include the required supporting evidence in the form of copies of original documentary sources and/or witness statements, but stated that East Riding of Yorkshire County Council (the highway authority at the time) maintained the surface prior to Local Government reorganisation in 1974, carrying out repairs and then relaying the whole path at the request of Mr Britton the then County Councillor. The Parish Council then understood that City of York Council took over maintenance liability from North Yorkshire County Council after a further Government Reorganisation in 1996.
9. Recent case law dictates that if a highway authority undertakes maintenance work on a path it assumes maintenance liability for it by default. With regards to the above information it is unlikely that East Riding of Yorkshire County Council carried out maintenance works on the path as it was not recorded on the List of Streets. It is, however, possible that the pre 1974 district council at the time maintained the alley. But, unless the district council had entered into an agency agreement (under s 101 Local Government Act 1972), with the then East Riding of Yorkshire County Council, to maintain the alley on their behalf, any maintenance works carried out by them would not make the highway authority liable for its maintenance.
10. The above would also apply should Selby District Council have carried out any maintenance works pre 1996. There is no record of City of York Council, as highway authority, having carried out any surface maintenance on the path, nor can any record be found that previous highway authorities have maintained the path in the past.
11. Regarding the history of the path, the letter stated that Chapel Alley came about as a route from Main Street to a Methodist Chapel built on land in Back Lane (now School Lane) in the 1820s. The chapel is no longer there, having been relocated to Main Street, but a commemorative stone marks its original location on School Lane.
12. In response to this letter, the forms to add the path to the Definitive Map and a request to supply the required supporting evidence were again sent to the Parish Council in April 2001 and then again in March 2007. The Parish Council were advised that should they be able to supply proof in the form of Parish Minutes or letters to, or received from, East Riding of Yorkshire County Council or North Yorkshire County Council regarding the maintenance of the

path, then this would provide enough evidence to have the path adopted relatively quickly.

13. A completed Definitive Map Modification Order (DMMO) Application Form was ultimately received by the Council in April 2007 with 7 User Evidence Forms attached. However, no copies of the required supporting documentary evidence were submitted. The application was put on the list of DMMO applications to be determined.
14. The petition that is the subject of this report was received by the PROW Office in September 2007. It is entitled *Cllr Keith Aspden's Petition on Chapel Alley*. The statement for the adoption request reads:

"We the undersigned call for Chapel Alley, the snicket between School Lane and Main Street, Fulford to be adopted by the City of York Council, so that improvement and ongoing maintenance can be carried out.

We understand that this path has long been a public right of way in Fulford and we would like this adoption to take place as quickly as possible".

Consultation

15. As this report is to advise the Advisory Panel of the receipt of the petition no external consultation has yet taken place. The Ward Member, joint DMMO applicant and Lead Petitioner (Cllr K Aspden) has been consulted; *'I would urge EMAP to support Option 2, so that investigations can be carried out quickly to improve the pathway. Chapel Alley is a much used footpath in Fulford, having been used for generations initially get to the local church, and now to reach local shops and community facilities. The condition of the alley is gradually getting worse and becoming dangerous. As local councilor I support the calls of the local community to get Chapel Alley adopted by the Council. The community would like to see improvements to the surfacing and lighting'.*
16. Should the Executive Member approve Option A then the necessary statutory consultation required, as part of the Definitive Map Modification process, will be carried out.
17. Should the Executive Member approve Option B then the Public Utility companies will be consulted re their plant requirements.

Options

18. Option A – Continue to progress the Definitive Map Modification Order application method, to add the path to the Definitive Map, as and when resources allow.
19. Option B – Progress the request to adopt the path and authorise officers to carry out the necessary surveys and costing required with a view to presenting this information to the next available EMAP meeting for further consideration.

Analysis

20. Option A – As Cllr Aspden and the Parish Council have already submitted a DMMO Application to add the path to the Definitive Map, the evidence submitted so far in the form of User Evidence Forms will mean that the path is likely to be, barring the production of any evidence to the contrary, recorded as a public right of way.
21. The purpose of the investigation of such an application is to establish firstly whether public rights exist and secondly, if they do, whether the route is maintainable at public expense. It is not always the case that a public right of way is maintainable at public expense, it could be that no one is liable for its maintenance. The investigative process also provides an auditable paper trail for the alteration of the Council's legal records and ultimately the grounds for the expenditure of public money on maintaining its highways.
22. For a public right of way to be maintainable at the public expense it must be proved to have been in existence prior to the Highways Act 1959. If it were proven that public rights did exist then the Council's PROW Team would take on maintenance liability. Evidence to prove public rights, may be in the form of the original dedication of the path as a route to the original Methodist Chapel, or old maps, plans, deeds, parish council records and/or witness testimonies.
23. However, even if the alley were to be proved to be maintainable at the public expense, ultimately the level of construction and repairs would not be as high as a normal urban footpath/footway as PROW does not hold a budget large enough to maintain paths with a tarmac surface. This matter was considered by Members in September 2004 when it was determined that those paths recorded on the Definitive Map, but which lie within the urban areas of York, be maintained out of the current Highway Maintenance budget, held by Highways Infrastructure.
24. The DMMO Application for Chapel Alley is currently bottom of a list of 19 DMMO Applications received by the Council. DMMO Applications are currently dealt with in the order in which they are received in accordance with the Council's Statement of Priorities for Public Rights of Way which was approved by Members in October 1999. At current resource levels the PROW Team are determining one DMMO application per year.
25. Notwithstanding the above, The Statement of Priorities also allows for an application to be taken out of sequence where it can be demonstrated that it is:
 - i. necessary to prevent actions which are illegal under current highway legislation; or
 - ii. deemed to necessitate immediate action in an attempt to prevent further local difficulties; or
 - iii. in the interests of the promotion of development.

26. The applicants have expressed an interest in applying for their application to be taken out of sequence. This would require a further report to be considered by the Executive Member and the Advisory Panel.
27. If the request to take the application out of sequence were approved, the application would then be prioritised within the list of other out of sequence applications. There are currently 2 such applications, which means that it could still be up to 3 years before the matter is dealt with and possibly proven to be an 'ancient highway' that is maintainable at public expense.
28. Given the present poor state of repair of the path, it is for this reason that this option is not recommended. In the meantime, however, s50(2) of the Highways Act 1980 permits a local council to undertake maintenance on any footpath that is privately maintainable within its area. Therefore, if the Parish Council is so minded they may make repairs to the path, until the matter is settled, without the concern of becoming liable for its future maintenance.
29. Option B – If this option were approved to be progressed, investigations to identify all costs involved in adopting the path would be carried out and a second report placed before the Executive Member and the Advisory Panel.
30. Investigations would broadly consist of:
 - a. a survey of Chapel Alley to establish what remedial works would be required, including surfacing, lighting and any additional drainage;
 - b. an estimate of the cost of any remedial works that would need to be carried out;
 - c. identifying the source of funding required;
 - d. Consultation with public utility companies; and
 - e. prioritisation of the scheme against any similar requests throughout the City.
31. In addition, as there is a building which is situated over the alleyway at the Main Street end, an Agreement with its owner will need to be completed indemnifying the Council from any action or claim as a result of the structure.
32. A further report presenting the above information would then be required to be considered by The Executive Member and the Advisory Panel to determine whether or not to proceed with the adoption of the alley.

Corporate Priorities

33. As both options would ultimately have the same outcome, both link in to the Council's Corporate Strategy (2007 – 2011) Priority for Improvement Statement:
 - No 3 "*Increase the use of public and other environmentally friendly modes of transport*"; and
 - No 4 "*Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces*".

34. The *hierarchy of transport users* is firmly embedded within the second Local Transport Plan (LTP2), with pedestrians and cyclists being given priority when considering travel choice. The adoption of Chapel Alley as a highway maintainable at public expense would encourage use and therefore fits soundly within Council transport policy. The encouragement of travel by sustainable modes also corresponds with other 'wider quality of life objectives' as contained in the Community Strategy, such as those relating to health and also ties in with Objective 1.3 to: *Make getting around York easier, more reliable and less damaging to the environment*"

Implications

- **Financial**

35. The approval of option B will set in motion investigations to determine the likely cost of adopting Chapel Alley. This would involve officer time. These cost implications of adopting the alley would be considered within the resulting report should Option B be the preferred option.

- **Legal**

36. Legal Services advise that as the status of the alleyway is yet to be determined it is unclear who is liable for the maintenance of its surface.

37. There are no implications for the following:

- **Human Resources (HR)**
- **Equalities**
- **Crime and Disorder**
- **Information Technology (IT)**
- **Property Other**

Risk Management

38. In compliance with the Council's Risk Management Strategy, there are no risks associated with the recommendations of this report.

Recommendations

39. That the Advisory Panel advise the Executive Member to select **Option B** and;
- 1) progress the request to adopt the path and authorise officers to carry out the necessary surveys and costing required to bring Chapel Alley up to an adoptable standard.

Reason: To enable this information to be presented at the next available EMAP meeting for further consideration by the Advisory Panel and the Executive Member.

Contact Details

Author:

Alison Newbould
Public Rights of Way Officer
Public Rights of Way Unit
9, St Leonard's Place
YORK
YO1 7ET

Tel: 01904 551481

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director
City Development and Transport

Report Approved **Date** 28/12/07

Specialist Implications Officer(s)

Financial

Patrick Looker (Finance Manager) 01904 551633

Legal

Martin Blythe (Senior Assistant Solicitor) 01904 551044 – See para 36

Wards Affected:

Fulford

All

For further information please contact the author of the report

Background Papers:

PROW(R)/030 Chapel Alley, Fulford
Executive Member for Planning and Transport Report (01/09/04) *Public Rights of Way - Budgets*
Highways Act 1959
Local Government Act 1972 s101
Highways Act 1980 s50(2)
Wildlife and Access to the Countryside Act 1981
Public Rights of Way Statement of Priorities

Annexes

Annex 1 – Petition
Annex 2 – Location Plan (Chapel Alley)
Annex 3 – Photos (Surface of Path)

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Petition on Chapel Alley

We the undersigned call for Chapel Alley, the snicket between School Lane and Main Street, Fulford, to be adopted by the City of York Council, so that improvement and ongoing maintenance can be carried out.

We understand that this path has long been a public right of way in Fulford, and we would like this adoption to take place as quickly as possible.

NAME	ADDRESS	TEL / E-MAIL
I. J. Hazel-Gault	35 Farwick St	ianhazelgault@york.gov.uk
B. HARRISON	6 PAVILION ROW	01904 679774
A THOMPSON	" "	" "
D CHAPLIN	10 School Lane, Fulford	01904 637123
David CHAPLIN	" " " "	" " " "
L HAIGH	2 Crossfield Crescent	01504 631949
Sandra Hutton	1 The Old Orchard	01904 638363
John Carrigan	57, Heslington Ln.	
Paul Jackson	1 THE HOLMES, MAIN ST, FULFORD	01904 731802
John T. B.	33 Crossfield Cres	01904 644174
P. DASHENTZ	62 School LA	01904 622341
A. Cooper	68 School Lane	01904 644288
L. S. COOPER	68 SCHOOL LANE	01904 644288
J. BICKERDICE	42, ANSO DRIVE	01904 62703
J. ANDERSON	30 CEMETERY RD, YORK	01904 658637
M. Muntow	82 Main St Fulford	
O. J. VANHAM	7 Ings Flats, Main St, Fulford	
D. Craghill	10, Broadway West	
A. BARTON	32 NARBURN LANE	01904 645200
H. Gayle	3 EASTWARD AVE	
V. Campbell	11, Fulford Park	637462
S. Williams	5 Fulford Gate	627874
S. Doherty	62 School Lane	
K. Sher	11, The Old Orchard	



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NAME	ADDRESS	TEL / E-MAIL
D. R. CLIFTON	32 DELWOOD	01904 659881
D. Sankey	10 DELWOOD	
K. Brown	24 Delwood	
M. Jones	20 DELWOOD	
K. Buckner	63, Main St Fulford	01904 611333
* W. Jones	10 THE OLD ORCHARD	658807
M. Holmes	"	"
M. B. Sexton	28 Delwood	
J. Johnson	1 Gables Lane	
J. Mackenzie	5A School Lane	
J. FOX	12 The Old Orchard	
M. A. Geddes	1 DELWOOD	
J. Anderson	"	
J. Douglas	28 Westington Lane	
L. Fletcher	3 Gables Lane	
D. Varnie	7 F Forestlands RD	
W. W. W. W.	22 Elton Court	01904 671053
H. W. W. W.	5 DELWOOD	
B. Hayes	4 The Old Orchard	
E. M. Walker	62 Main St, Fulford	01904 625172
H. J. Armstrong	Delwood	
J. A. Chapman	23 Delwood Fulford	
A. A. W.	12 The Old Orchard	



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NAME	ADDRESS	TEL / E-MAIL
Judith Nickols	82 Main Street	633136
Neil Bellamy	5H School Lane	656018
Mary White	The Coach Hse. Fulford Pk	630402
Jocanne Bellamy	54 School Lane	656018
B PETTIT	24 Rosemary Court	
Jo. Etherington	23 Hedlington Rd	
J. ROBERTS	64 School Lane	658043
Jenny Barnes	28 Tilmire Close.	796650
Ted Cross	9 The Old Orchard	631918
Aeona Jovin	27 Tinsike Close	633438
Glockwood	11a School Lane	638470
M. barbyright	4 Glen Close Fulford	637797
Jean Kenton	24 St. Josell's Rd.	
Jean Cross	9 The Old Orchard	631918
Tim McCreehy	1 Ings Flats, Main Street, Fulford	671527.
Susan Scott	60 School Lane	629119
Matthew Scott	60 School Lane	629119
L.R. BEAUMANS	68 HESLINGTON ROAD CANE FULFORD	658407
S.M. Blonking	68 Hedlington Lane, York	658407
...	72 FORDLANDS RD YORK YO194D	633372
...	Hedlington Lane, York	
...	Fordlands Rd Fulford	
...	FRODWARD CRESTE	
S.H. H'Cloud	Gingerbread Cott Main St.	658632



Petition on Chapel Alley

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NAME	ADDRESS	TEL / E-MAIL
Clare Cook	Adam's House, S. Main St. Fulford.	655413
Jean White	39 Badgerwood Walk, York	-
Ann White	39 H. St. York	-
John	" " "	-
L MARTIN	2 PAVILION ROW, FULFORD	466842
C. A. MARTIN	"	"
M BARRA	5 PAVILION ROW, FULFORD	466955
KATY BARRON	5 PAVILION ROW, FULFORD	"
J. Hink	19 ANSON DRIVE	
B. HIRST	19 Anson Drive	
J. B. CAMBELL	1 ST AIDANS COURT FULFORD	636265
A. Cherry	130 Westington Lane	638076
I Thompson	49 Crossfield Lane	0183222260
Ray Hutchinson	18 Main St.	631226.
M Walker	65 Main St	633147
John Heavood	20 Eastwood Avenue	633406
P. A. Selby	22 CHAPL/WOOD	655055
S Merchant	46, School Lane	633190
J. BOWEN	102 CHERRYWOOD FULFORD	651923
MARG SHERWOOD	2 THE LINK, BRADFORD	638479
Claire Manley	22 Eastwood Ave	612842
K Tate	5 Eastwood Ave	
C. henman	58 - School Lane	631986



Petition on Chapel Alley

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NAME	ADDRESS	TEL / E-MAIL
Gunn Smith	72 Foreday's Rd	6.33372
Bonnie Gibson	135 Main Street	62142)
Michael Lister	135 Main Street	11
Paddy Cox	3 Eliot Court	£ _____
Pete Wright	5 Danum Drive	_____
Clare Wright	5 Danum Drive	_____
I. L. Smith	11 School Lane	_____
Carol Smith	11 School Lane	
D. Harkin	36 School Lane	
J. Scott	9 Fulfordgate	
Ann Gater	9 Fulfordgate	
Diana Thomas	41, Westgate Lane	
K.F.M. Thomson	"	
C. WILSON	4 THE OAK ORCHARD	
N. WILSON	4 THE OAK ORCHARD	
M. Lingwood	76 CHERRYWOOD CRESCENT	
W. Lingwood	76 Cherrywood Cres	
J. M. Birch	1, Fenwick's Lane	
R. M. AITKEN	7 School Lane Fulford	
A. HANSON	130 Main Street	
P. HANSON	130 Main St	
S. JENKINSON	1, Smith Close	
P. Tumble	67 Main St. Fulford	
A. T. T. T.	37 Farnhill Street, Fulford.	

461000 000000

461100 000000

461200 000000

449300 000000

449200 000000

449100 000000

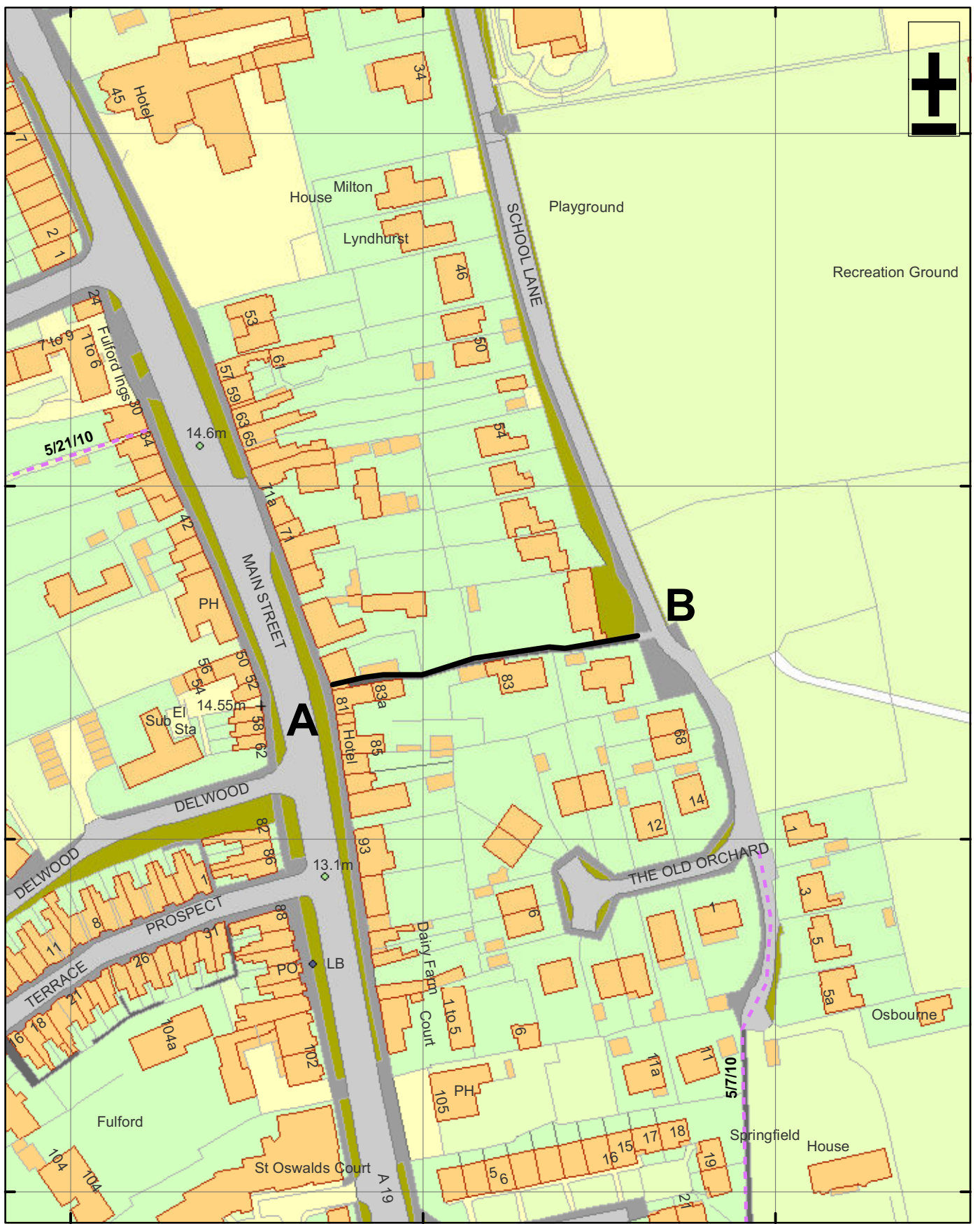
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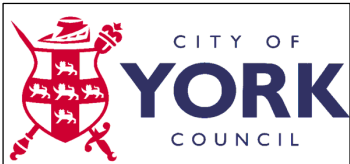
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461000 000000

461100 000000

461200 000000



ANNEX 2 - Location Plan Chapel Alley, Fulford

Scale 1:1,500	Drawn By:	Date:
Public Rights of Way	Reference:	Drawing No.

9 St. Leonards Place, York, YO1 2ET
Telephone: 01904 613161

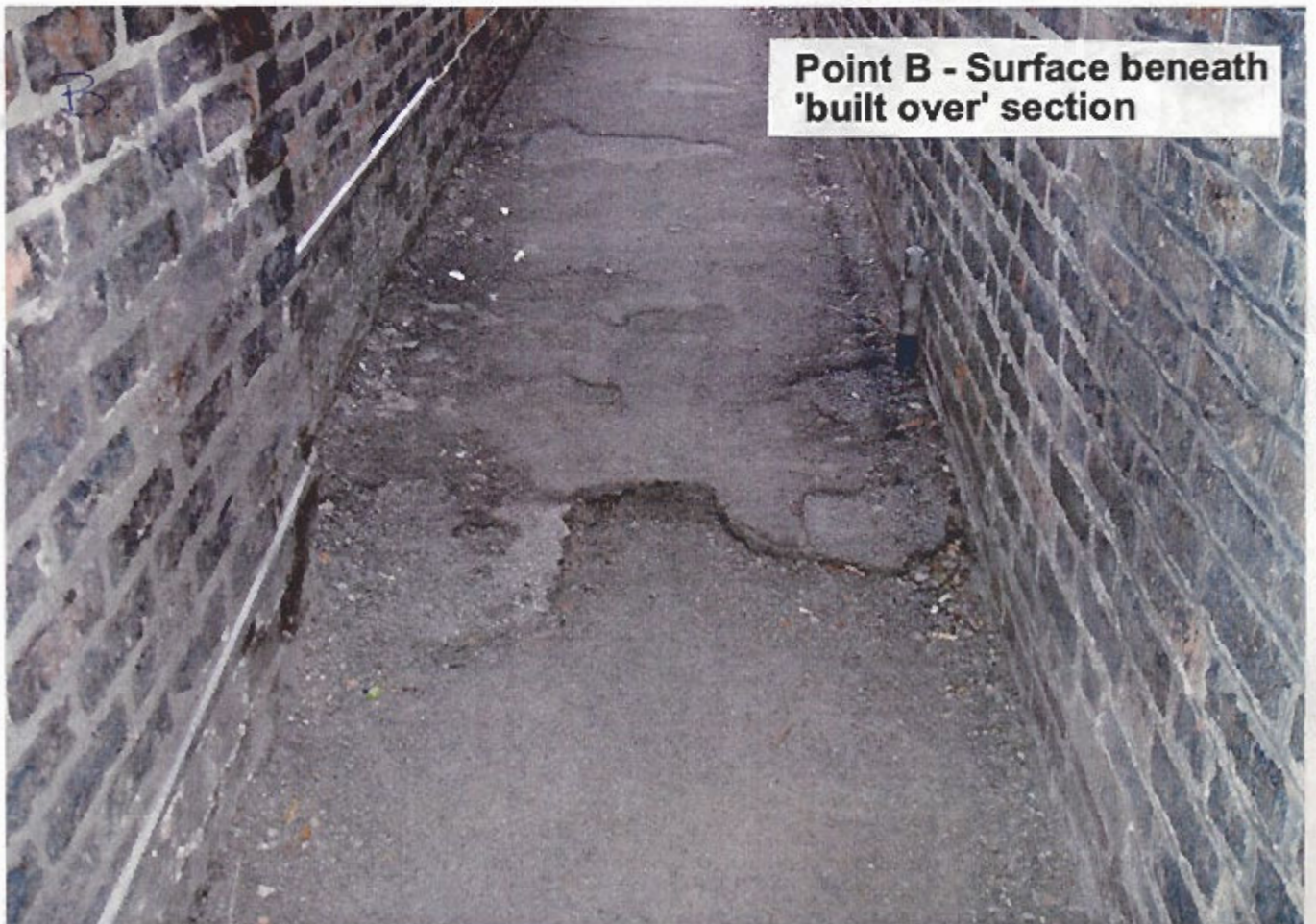
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Annex 3



Point A - 'Cycle barriers'



Point B - Surface beneath 'built over' section

Point C - Surface



Point D - Surface



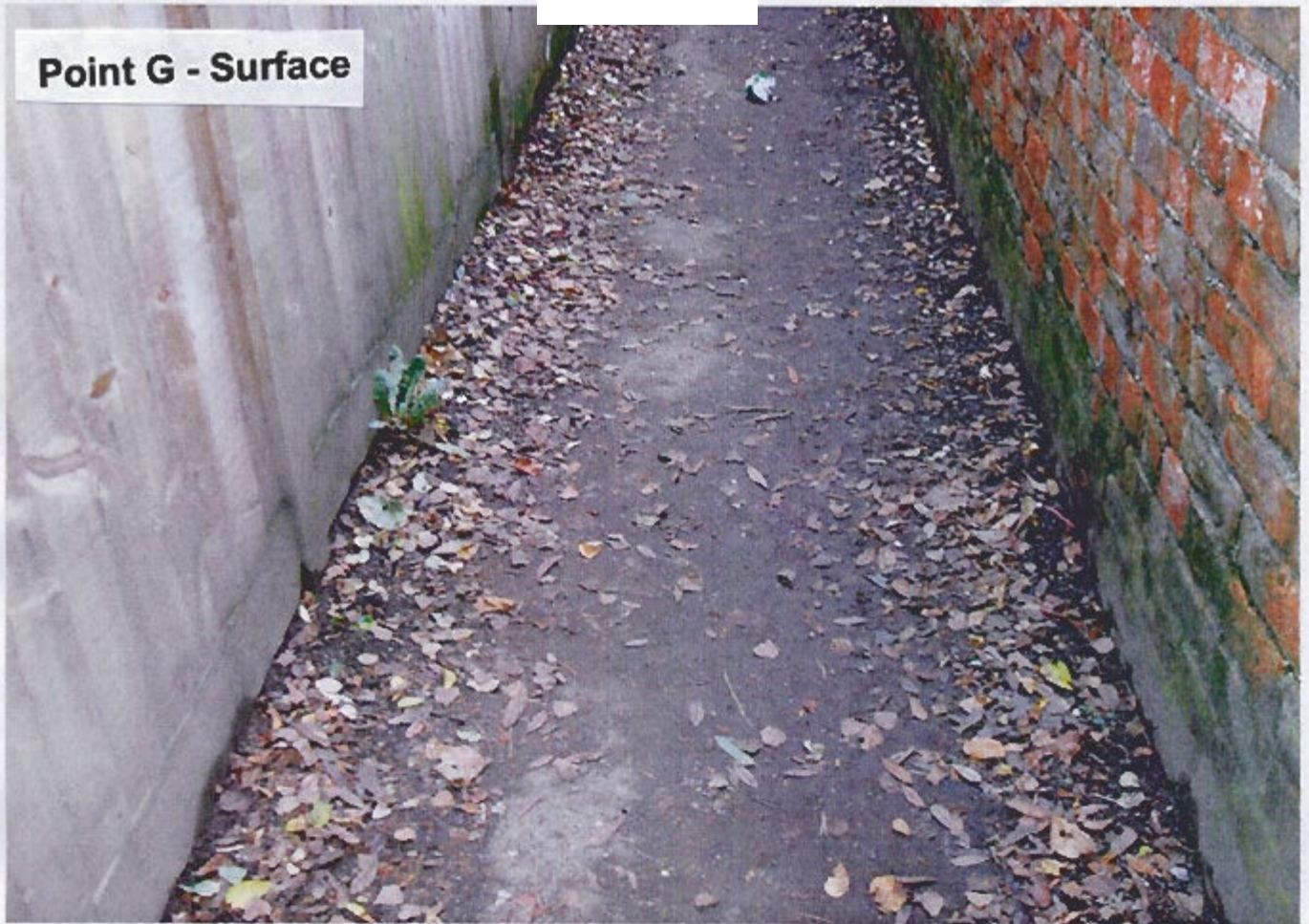
Point E - Surface



Point F - Surface



Point G - Surface



Point H - Surface





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Meeting of Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy

Petition for Traffic Calming Measures on Penyghent Avenue, Burnholme, York.

Summary

1. This report advises Members of the receipt of a petition seeking traffic calming measures on Penyghent Avenue and the proposed initial action to be taken in response to the concerns expressed in it.

Background

2. The petition was presented to the Council in September 2007, and contains signatures from 110 people, 41 of whom live on Penyghent Avenue. The remainder of the petitioners appear to live some distance from Penyghent Avenue. The front page of the petition is attached in **Annex A** and a plan showing the location is included in **Annex B**. This plan highlights properties where residents on Penyghent Avenue and the immediate surrounding area, have signed the petition.
3. The existing 20 mph School Zone for St Aelred's RC Primary School, has been in place since 2002 and incorporates traffic calming for part of Penyghent Avenue near the junction of Fifth Avenue. This is also shown on **Annex B**.
4. The main safety concern of the petitioners is the speed of traffic on Penyghent Avenue and the safety of school children.
5. Officers are aware that on the last day of the summer term 2007, a road traffic accident occurred near the school involving a vehicle and young boy who sustained slight injuries. The location was on Fifth Avenue, close to Penyghent Avenue junction, (marked on **Annex B**).
6. The Speed Management Plan for York, adopted in 1997, sets a framework for speed management measures. Penyghent Avenue is 'residential' and means it is appropriate for traffic calming. However, a proposed scheme with the location of traffic calming measures would need to be supported by the majority of residents. It also needs to be justified, based on available funding and other priorities.

Proposal

7. It would appear that the petitioners' concerns might be best addressed by considering the introduction of additional traffic calming measures along the full length of Penyghent Avenue. This would probably involve constructing about four new road humps and changing the location of the 20 mph zone to encompass all of Penyghent Avenue. It is also likely to involve replacing the existing 20 mph signs with school warning signs and relocating the 20 mph signs to the northern end of Penyghent Avenue. The petition suggests a scheme proposal would receive support from the majority of residents on Penyghent Avenue. Therefore, it is proposed to undertake a detailed assessment of traffic type, volume, and speed, with a view to determining if traffic calming is justified under current criteria. This assessment would be carried out within the framework of the six-month review of speed issues previously approved by EMAP.

Options

8. Option 1: Assess request – using the prioritisation framework previously agreed by Members as part of the six monthly Review of Speeding Issues. Assess the speed survey information and compare with other high priority schemes put forward for future programmes.

Option 2: Do nothing

Analysis

9. Additional traffic calming on Penyghent Avenue is supported by many local residents, and would increase reassurance for the school community. However, the street is already traffic calmed in the vicinity of the school, and given there would be a significant cost implication for introducing such measures, the area should be reviewed to ensure traffic calming here is justified. No road traffic accidents have been reported over the last three years on Penyghent Avenue, therefore it is not a high priority for engineering measures. However, it could still be considered as a low priority speed management scheme if speeds are high. To assess this, Officers have instigated a speed survey on Penyghent Avenue and the results should be available to report at the meeting.

Consultation

10. Local Members have been informed of the request for traffic calming measures and invited to comment. Feedback has been received from Councillor R Potter, supportive of the petitioners' request for traffic calming. No comment to date from Councillors Funnell and Blanchard. Councillors Gillies and Simpson-Laing have also been invited to comment. No comment to date.

Corporate Priorities

11. A data led approach of assessing road safety issues and prioritising schemes meets the Council's corporate priorities to create a Safer City. It also supports the aims and objectives of the Road Safety Strategy as part of the Second Local Transport Plan.

Implications

12. There is a small financial implication for City Strategy in undertaking the proposed assessment, but a budget is available to carry this out within the LTP Capital Programme.
13. There are no Human Resources (HR) implications
14. There are no Equalities implications
15. There are no Legal implications
16. There are no Crime and Disorder implications
17. There are no Information Technology implications
18. There are no Property implications.

Risk Management

Risk Category	Impact	Likelihood	Score
Strategic	Very Low	Remote	1
Physical	Very Low	Remote	1
Financial	Low	Possible	6
Organisation/Reputation	Low	Possible	6

19. In compliance with the Council's risk management strategy, the main risks that have been identified in this report are those which could lead to financial loss and damage to the Council's image and reputation.

Measured in terms of impact and likelihood, the risk score for all risks has been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

20. That the Advisory Panel advises the Executive Member to: -
 - (i) Note the content of the petition.
 - (ii) Note that Officers are carrying out a detailed speed survey to support the provision of traffic calming on Penyghent Avenue. The outcome will be presented at the meeting for Members consideration.
 - (iii) Seek approval to put forward traffic calming on Penyghent Avenue as an option in next year's programme.

Reasons: To respond to the petitioners' concerns.

Contact Details

Author:

Julie Fergusson

Senior Engineer, Transport & Safety, Transport Planning

Chief Officer Responsible for the report:

Damon Copperthwaite

Assistant Director of City Strategy

Report Approved

Date 28-12-07

Tel No. 01904 551495

Specialist Implications Officer(s)

Patrick Looker

Finance Manager, Resource & Business Management, City Strategy

Wards Affected:

All

Heworth

For further information please contact the author of the report

Background Papers: None

Annexes

Annex A: Scanned copy of petition (page one only, of 9 pages)

Annex B: Map of Penyghent Avenue and surrounding area



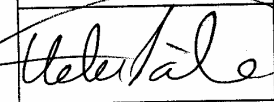
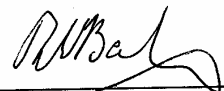
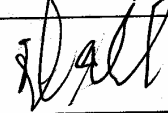
To York District Council

We the undersigned petition for speed humps to be installed to Penyghent Avenue, York.

For too long we have had cars speeding up and down the road and compromising our safety and that of the children attending St Aelred's School. All we ask for is speed humps to be installed as soon as possible.

Sincerely

The Undersigned

NAME	ADDRESS	SIGNATURE	COMMENTS
Mrs L Haw	64 Bramley Garth		very needed next to school my child plays down dune
Mrs Mangell	75 PENYGHENT AV	A Mangell	NEEDS SOMETHING TO SLOW CARS TOO FAST.
J LODGE	74 PENYGHENT AVE		SLOW DOWN TRAFFIC -
	70 PENYGHENT AVE	HELEN PARFITT	WELD TO SLOW TRAFFIC MORE SPECIALLY FOR SCHOOL.
R. BAKER	69 PENYGHENT		
R. M Harrison	66 Penyghent	R. M Harrison	Slow the Idiots.
MR HALL	64 PENYGHENT		

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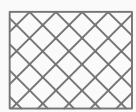


KEY

Property where residents have signed the petition



Traffic calming feature



School



St Aelred's RC Primary School

Location of accident (20/07/2007)

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Meeting of Executive Members for City Strategy and the Advisory Panel

14th January 2008

Report of the Director of City Strategy

PETITION FOR CCTV – BISHOPTHORPE ROAD

Summary

1. This report brings to the attention of the Advisory Panel the receipt of a petition (see Annex A) that requests the installation of CCTV in the vicinity of Bishopthorpe Road / Scarcroft Road and also asks for the relocation of the recycling bins on Bishopthorpe Road car park.

Background

2. A Review Report on the Council's CCTV system was presented to the Executive on 24/7/2007. This highlighted that a Community Camera system was under development, with funding secured for several locations across the city. Based upon the analysis of crime information, the area around the Bishopthorpe Road / Scarcroft Road junction, has already been identified as a site appropriate for the installation of a camera. Work on this project is progressing to identify a location and a method of connecting the camera to the system. A likely timescale for this project is summer 2008.
3. There are at present recycling facilities at Bishopthorpe Road car park for 3 paper; 4 bottle; 1 can; 1 book and 1 cloth banks. These recycling banks take up space that could accommodate approximately 5 to 6 cars. These facilities are very well used by the local community and there is no realistic scope for relocating them elsewhere within the community, however it may be possible to relocate them within the car park. In addition, as this shopping area is well used any relocation of the facilities would likely lead to a reduction in recycling and/or increased vehicle trips as residents make one off trips to recycle rather than combining recycling with a shopping trip.

Consultation

4. No consultation has been carried out with local residents or businesses.
5. Ward Members have been advised of this petition and their comments / responses are included in Annex B for information.

Options and Analysis

6. The options available are set out below:
 - A. Inform the lead petitioner that work is in progress with regards to the installation of CCTV and that there are no plans to relocate the recycling facilities.

This option is not recommended.

- B. Inform the lead petitioner that work is in progress with regards to the installation of CCTV and request that the Waste Strategy Team investigate alternative locations within the car park for the recycling facilities.

This is the recommended option.

Corporate Priorities

- 7. Considering these matters is part of our focus to meet the needs of our communities and reducing the tonnage of biodegradable waste and recyclable products going to landfill.

Implications

- 8. There are no Financial, Human Resource, Equality, Legal, Crime and Disorder, IT, Property or other implications associated with the recommendations in this report.

Risk Management

- 12. In compliance with the Council's risk management strategy there are no risks associated with the recommendations in this report.

Recommendations

- 13. That the Advisory Panel advise the Executive Member to:

Advise the lead petitioner that work is in progress with regards to the installation of CCTV and that the Waste Strategy Team will investigate alternative locations within the car park for the recycling facilities.

Reason: To keep the local community informed of the current situation.

Contact Details

Author:

Alistair Briggs
Traffic Engineer
Network Management
Tel No. 01904 551368

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director (City Development and Transport)

Report Approved



Date 5/12/2007

Specialist Implications Officers: None

Wards Affected: Micklegate

All

For further information please contact the author of the report

Background Papers: NONE

Annexes:

Annex A – An extract from the petition.

Annex B - Ward Councillor and Political Party Representatives Comments.

PETITION

We, the undersigned, as shopkeepers and business individuals trading in the vicinity of Bishopthorpe Road/ Scarcroft Road, ask the City Of York Council to install C.C.T.V. covering the aforementioned area. This is mainly due to a substantial increase in anti social behaviour in this area. We ask that you consider our request at the next council meeting dated 04.10.07.

We also ask you to reconsider the position/ siting of the recycling bins on the Bishopthorpe Road Car Park. Even though recycling is of great importance, the loss of up to 9 parking spaces serving primarily the local businesses, coupled with the respark system, is making it difficult for people to stop & shop.

DATE	BUSINESS TRADING AS	ADDRESS	NAME	STATUS
28.9.07	St Leonards Hosp.	5 Scarcroft Rd.	Carol Breshin	Manager.
28.9.07	Melken's Rest	7 Scarcroft Rd.	MICHAEL EDMONDSON Ken Lees	Manager. Partner.
28.9.07	Dairy Guest House	3 Scarcroft Rd.	Jane Lees	Partner.
28.9.07	Dairy Guest House	3 Scarcroft Rd.	Jenny McMillan	Manager.
28.9.07	Sainsbury's	1 Scarcroft Rd.	Jenny McMillan	Manager.
28.9.07	Millies	37 Bishopthorpe Road	Steve Dixon	
28.9.07	Resident	15 Dove St	Kerry Lockhart	
28.9.07	INDUSTRY STATIONS	27/29 BISHOPTHORPE ROAD	RICHARD WOOTTON	MANAGER.
28.9.07	Hunters	23 Bishopthorpe Rd.	Caroline Metcalf	
28.9.07	Hunters	23 Bishopthorpe Rd	Nicole Waterhouse	
28.9.07	Sevel Garden	15 Bishopthorpe Rd	Michelle	Owner.
28.9.07	Reactor	11 Bishopthorpe Rd	J. HARRIS	Owner.
28.9.07	DOMINO'S PIZZA	9 BISHOPTHORPE RD	ANTONY BUSO	STORE MANAGER.
28.9.07	HOT POT CAFE	7 BISHOPTHORPE RD	IRENE ROBERTS	OWNER
28.9.07	Latus hairdressing.	5, Bishopthorpe RD.	Hailey Farrar	Staff
28.9.07	Resident	1A Gray Street	Carol Watson	
28.9.07	Lotus Hairdressing	5, Bishopthorpe Rd	Susan Ransay	Staff

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Annex B

Ward Councillor Comments

Councillor Fraser

It might be useful to expand on the reasons behind the calls in the petition as follows:

CCTV Coverage

The traders (and local residents) have been concerned that the area with the benches at the corner of Bishopthorpe Road/Scarcroft Road is at times the focus for youths congregating, there have been incidents of vandalism, and a boundary wall has had to be rebuilt. It also attracts street drinkers on occasions.

Recycling Skips

Whilst the traders clearly want to remove the recycling skips to free up additional car parking spaces for shoppers, the skips have on occasion been used to gain unauthorised access to the rear of the properties facing Scarcroft Road. Some months ago the Ward Councillors asked the Recycling Team to review the positioning of the skips, if not on an alternative site (which was felt to be unfeasible) at least within the car park to obviate this nuisance. [It may be worth checking where this exercise has got to ??]

Councillor Merrett

No comments received

Councillor Gunnell

No comments received

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Meeting of Executive Members for City Strategy and the Advisory Panel

14th January 2008

Report of the Director of City Strategy

PETITION - HIGHCLIFFE COURT, CLIFTON

Summary

1. This report brings to the attention of the Advisory Panel the receipt of a petition (see Annex A) that requests action be taken to tackle various traffic related issues in Highcliffe Court.

Background

2. Highcliffe Court is an adopted public highway situated just off Clifton Green close to the local shops. Double yellow lines are in place for a distance of approximately 25m from the junction with Clifton, which prevent vehicles parking too close to the junction enabling safe access and egress from the cul-de-sac for drivers. The rest of the street is unrestricted.
3. The petition and covering letter raise a number of issues regarding use of Highcliffe Court by drivers, however with the exception of drivers who cause an actual obstruction, drivers are not contravening any restrictions and the road cannot be made for the exclusive use of those who live there. Parking in this street has been raised previously as a problem, but the site visits and assessment made did not indicate that additional waiting restrictions were necessary. Further site visits have been made and these confirm the earlier assessment. Hence, although there may be occasions when non-residential parking creates difficulties for residents, the implementation of additional restrictions would create more frequent inconvenience for residents and their visitors as the amount of parking availability would reduce whilst the number of drivers using the street for short term parking needs would remain much the same.
4. Highcliffe Court is not on the list of streets to be investigated for a residents parking scheme, as this has not been requested by residents. It should also be noted that because the street is close to commercial / non-residential premises, including the adult rehabilitation workshop, in order to achieve a balance of the needs of the wider community any formal parking bays put forward would include spaces with a maximum stay of 60 minutes for non-permit holders.
5. Because this street is close to retail properties that attract short term parkers a possible solution to the occasional access obstruction issue is the placing of a white bar marking across the garage accesses. Although this marking has no legal backing it does highlight a need to keep clear of an access, even for short durations of stay, and can therefore be quite successful. The extent of the bar

marking proposals are shown on the plan in Annex B. This action will not have any adverse effects on residents ability to park.

6. Whilst many of the drivers that enter the street may be seeking a parking space there may be some who turn in expecting the road to be a through route and therefore add unnecessarily to the traffic movements in the street. There is an existing no through road sign in place, which is quite visible from the main road when heading out of the city. However, when heading towards the city it is not as visible to drivers. An instruction has therefore been issued for an additional sign to be placed on an existing lamppost on the out of town side of the junction to inform drivers that the side road is a cul-de-sac. This should reduce the number of drivers who turn into the road expecting it to be a through route.

Consultation

7. No consultation has been carried out with local residents.
8. Ward Members have been advised of this petition and have made no comments on the matter.

Options and Analysis

9. The options available are set out below:
 - A. Note the action taken to resolve the concerns raised.
This is the recommended option.
 - B. Introduce waiting restrictions in much of the street.
This option is not recommended for the reasons given above.

Corporate Priorities

10. Considering this matter is part of our focus to meet the needs of our communities.

Implications

11. There are no Financial, Human Resource, Equality, Legal, Crime and Disorder, IT, Property or other implications associated with the recommendations in this report.

Risk Management

12. In compliance with the Council's risk management strategy there are no risks associated with the recommendations in this report.

Recommendations

13. To note the action taken and proposed by officers and that the lead petitioner is informed of this.
14. Reason: To respond to the petition.

Contact Details

Author:

Alistair Briggs
Traffic Engineer
Network Management
Tel No. 01904 551368

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director (City Development and Transport)

Report Approved

Date 4/12/2007

Specialist Implications Officers: None

Wards Affected: Clifton

All

For further information please contact the author of the report

Background Papers: NONE

Annexes:

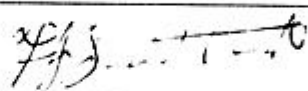
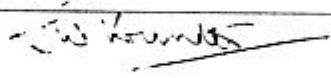
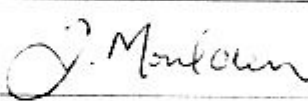

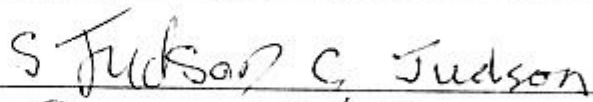
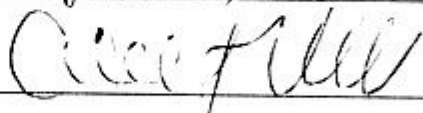
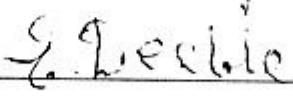

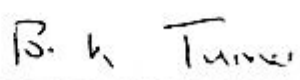
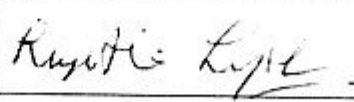
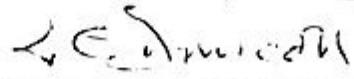
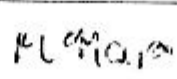
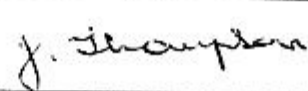
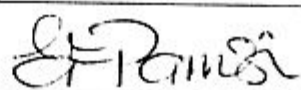
Annex A – An extract from the petition.
Copy of the lead petitioners letter.

Annex B - Plan showing proposed bar markings.

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Annex A

We, the undersigned, as residents of Highcliffe Court have witnessed daily the high level of traffic using the small cul-de-sac as a turning point without stopping, visiting or parking and this is a major cause for concern. We need the same parity as other no-through roads in this area.

House No.	Print Name	Signature
10	Mr.F.J. & Mrs.F.Smurthwaite.	
12	Mr. J.W. & Mrs.L. Hunter.	
8	J. MOULDEN	
1	N. ROSE	
11	Mr & Mrs Judson	
2	CHERYL GREENFIELD	
7	E. DEEBLE.	
4	T.A. OLD	
2B	B. K. Turner	
6	Heather Kyle ^{MARIE} _{LYTH}	
3	ANDREW DRISCOLL	
5.	MARIA OKARA.	
9	J. THOMPSON	
2A	E PARRISH	

The enclosed petition has been signed by all the householders resident in Highcliffe Court without exception. All were in agreement, eager to sign and voice their own concerns. I hope you will find time to read their comments as listed below:-

- ◆ The cul-de-sac entrance is opposite the division of the very busy main road at Clifton Green, making our entrance a unique traffic hazard.
- ◆ Almost half the residents of Highcliffe Court are elderly ladies, moving into our properties as new builds. It was then a quiet and unobtrusive environment, now we are forced to cope with fast reversing traffic.
- ◆ The traffic reversing only compounds the rest of the problems.
- ◆ It makes no sense that we are the only road that is used for turning.
- ◆ A Guest House advises their guests to treat Highcliffe Court as a car park.
- ◆ The council should charge private enterprise for reserved parking spaces outside their place of business by the main road.
- ◆ The Mini Market has a large car park that is never used.
- ◆ The council turns a blind eye on such a small community.
- ◆ City council lorries and others often park on the double yellow lines at the bottom of the court to eat their lunch but we have never had our road resurfaced.
- ◆ A car has been parked across my parking bay; I had to walk to work and was late.
- ◆ Last week a car parked on the pavement directly in front of my window.
- ◆ In the last year I have witnessed on two separate occasions articulated lorries in the cul-de-sac taking up to forty five minutes to turn, reversing onto the pavement and one scraping a stationary car.

Clifton Dale Road

A number of years ago a neighbour made enquires to the council on the perceived preferential treatment being given to Clifton Dale Road and was informed that the residents of Clifton Dale Road that had paid for the improvements to combat problems with traffic.

This, as we understand it, conflicts with the information that you have which is that Clifton Dale Road had received a grant. This grant was offered to other no-through roads at the same time, and that the only correctly completed forms were from Clifton Dale Road making them the only benefactors.

The neighbour wishes to add that at the time she believes the Mayoress was a Mrs Janet Looker a resident of Clifton Dale and a solicitor, which may account for their forms being the only ones correctly completed. We would be grateful if you could verify this.

Highcliffe House

Highcliffe House is an adult rehabilitation workshop for the mentally challenged. One neighbour spoke of a **COVENANT** on the house which obligated the staff to use their own parking bay. Suggestion on how to use this information would be most helpful.

The previous supervisor at Highcliffe House had no difficulty in organising the parking but now staff and visitors neglect their parking bay and the two further parking spaces at the front of the building choosing instead to congest the cul-de-sac by parking at the opposite side of the road to other cars already parked.

In one recent incident an unidentified car parked in the marked private garage area blocking three of the garage entrances. Three residents of Highcliffe Court called the police who found the owner of the car was a visitor at the House. There was no apology from the lady in charge of Highcliffe House either to the residents or to the police, her only excuse being the cul-de-sac was full and she could see no reason why the street should not be used for their parking.

A previous council approved this build, its time this council took some responsibility.

10
11 Highcliffe Court
York
YO30 6BP

Dear Miss Terry *Copy*

Further to our telephone conversation, I enclose, as requested, the road map, photographs, petition and comments from the residents of Highcliffe Court.

I hope this will in some way help the council understand the difficulties endured by the residents on a daily basis.

Traffic Count

I presume that there will have to be an assessment made as to the level of traffic. If this proves to be the case I hope that this will be over a period of time and taken on different days and at different times. Any advice would be appreciated.

Blue Road Sign

Is it possible to have the road sign as a Highways Department matter approval, with a view to having the sign erected as soon as possible as in Clifton Dale Home Zone.

As far as we can ascertain there is no particular pattern in the traffic use of the cul-de-sac, with the understandable exceptions of football matches and such other gatherings.

Yours sincerely



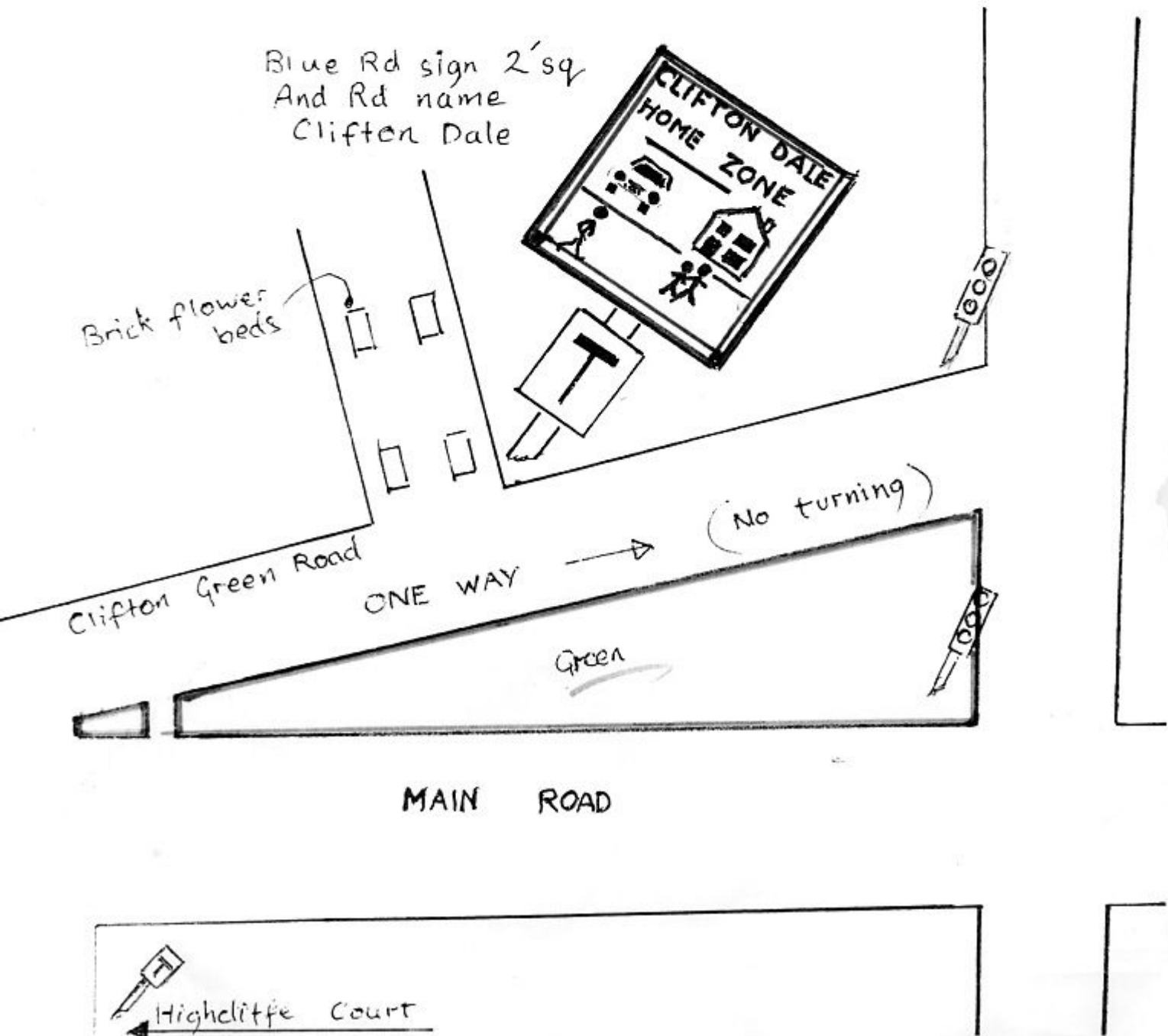
Copy to Cllr Scot

The entrance to Highcliffe Court makes it convenient for passing main road traffic as it is situated directly opposite the main road that divides either side of Clifton Green. The Green is a ready made ring road but it takes longer for vehicles to turn and to negotiate the traffic lights, than Highcliffe Court which makes an ideal turning point with its short road and slightly larger than average square.

The small sign which is the only deterrent at present is either ignored or missed entirely by the large vehicles which struggle to manoeuvre and turn in the Court.

The advantage of owning a garage is outweighed by careless parking and the constant use of the cul-de-sac as a turning point. The layout of the Court does not lend itself easily to inconsiderate parking with its many garage entrances, parking bays and the private road entry from the square to a further seven garages, see plan.

It is convenient for householders to park outside their garage entrances and as no other drivers are entitled to stop (extending the double yellow lines would only cause more congestion).

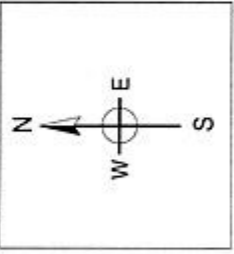


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Highcliffe Court, Clifton

SCALE: 1:300
 DRAWN BY: User Name
 DATE: 01/2007
 Drawing No:
 Organisation:
 User Name:
 Drawing No:
 Organisation:



KEY

Existing waiting restrictions ———

Proposed bar markings |||

Produced from the 1995 Ordnance Survey 1:1250 mapping with the permission of the Controller of Her Majesty's Stationery Office
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**Meeting of Executive Members for City
Strategy and Advisory Panel****14 January 2008**

Report of the Director of City Strategy

**PETITION FROM RESIDENTS OF BRAMHAM AVENUE
REQUESTING RESURFACING WORKS OF THE CARRIAGEWAY****Summary**

1. This report advises Members of the receipt of a petition from 28 residents who live in Bramham Avenue, Acomb, York. It calls for the road to be resurfaced in order that it is better able to sustain the volume of bus traffic now using the road. A copy of the residents' petition is attached as Annex 1.
2. The residents also state that "the frequency of buses, particularly double deckers are responsible for the damage to the ceilings in their homes, first the timetable was altered from a half hourly service to a ten minute service. The number of buses now on this route varies from 85 to 100 per day".

Background

3. The carriageway will have been constructed in the 1950's when the estate was developed. It is a part composite road which was originally built as a concrete insitu road. Some time after that at a date unknown to the writer the road was overlayed using a bituminous macadam which was subsequently surfaced dressed. The section between Marston Avenue and Ridgeway is a flexible road, being constructed of dense bituminous macadam and subsequently surfaced dressed. Additionally some time in the last ten years the street has had speed cushions and build outs constructed on one side, the latter providing a chicane effect and trafficking everything to one side of the road. Generally speaking the road is in average condition when assessing it along its full length. However, the chicane sections of the road have deteriorated to a poor condition as it is showing early signs of sub-base and concrete bay failure. A plan showing the site location is attached as Annex 2.
4. Prior to September 2001 Service 7 (Chapelfields – Tang Hall) ran at fifteen minutes day time frequency. The current frequency is Service 1 runs at every ten minutes day time. I am informed by the Council's Public Transport Manager that at some point during the last six years Service 1 and 4 were both visiting Chapelfields every ten minutes in order to provide a direct as well as indirect bus service between Chapelfields and the Acomb centre.

5. The bus service is a commercial activity undertaken by a private sector company, First York Limited. They decide where and when the buses run, and which vehicles are appropriate for a particular route. Clearly, though they will make this sort of decision based purely on the economics of the route, i.e. if there is a demand for more and bigger buses then presumably this is what First York Limited will provide. Members will be fully aware this is not a matter over which the Council has any controlling powers.
6. It is a national policy as well as being a high local priority policy to increase bus patronage. I am pleased to report that as far as York is concerned bus patronage across the city has grown significantly. It is likely therefore that if First York withdraw double deckers from this route the frequency with single deckers would need to be increased or they would be forced to use if possible to use significantly heavier articulated single deckers to maintain an adequate capacity for the demand. At the time of writing it was not known whether either of these options would be commercially attractive to the operator.
7. Chapelfields is at the end of a busy cross city route to Wigginton, and it is the nature of typical bus routes not to be full at their extremities.
8. First York is currently carrying out a thorough review of its services, to explore what changes might be required to reflect changes in demand/travel patterns/improve service attractiveness. This may eventually involve changes to the routes in Acomb but the Transport Manager thinks it unlikely on the basis of what he currently knows, that the frequency and type of buses running to and from Chapelfields will change significantly.

Discussion

9. Clearly whilst the Council can talk to the bus operator First York and try and persuade them to reduce the frequency of buses along this route, is this something that Members would really want to do given their policy of promoting bus patronage? Additionally as previously indicated this is a commercial activity undertaken by a private sector company over which the Council does not have any controlling powers. With this in mind the rest of the report will concentrate on the road surface.
10. Ground borne and air borne vibrations rarely, if ever, cause damage to the fabric of foundations of properties. This is the conclusion of the Scientists at the Transport Research Laboratory who have carried out many studies into this issue. Therefore it is most unlikely that buses are the cause of any residents' ceilings being damaged.
11. Members will be aware that officers undertake an annual inspection in June of all the roads and footways within the Council's boundaries in order to get a snapshot of the condition of same.
12. This inspection together with all the safety inspection reports and other reports from members of the public, Councillors and other third parties is used to provide a base which shows the general condition of the Council's highway network.

13. All those areas of highway identified as being in poor condition, or picked up by one of the various surveys, or requested by Councillors or members of the public or other parties are subsequently reassessed, usually in October and November to prioritise our planned programme of work for the forthcoming financial year.
14. The June survey 2007 did indicate that the condition of the carriageway in Bramham Avenue was condition 2 (average condition). The last safety inspection carried out in May 2007 did pick up some minor defects within the carriageway but did not pick up the initial onset of this sub-base failure which was probably still so minor as it still does not breach the Council's intervention levels. Members will note intervention levels help us to prioritise the worst defects and ensure the basic maintenance budget lasts the year. In view of the petition and the writer's latest inspection it was decided to include Bramham Avenue on the Council's provision list of street for a future resurfacing scheme. Therefore, I can confirm a more detailed inspection was carried out in October with a view to including the street in this year's resurfacing programme.

Consultation

15. All the ward members support the recommendation to re-surface this particular road surface.

Option

16. Officers have now completed their assessment of the Council's provisional list of streets and I can confirm that the carriageway surface of Bramham Avenue having deteriorated significantly since June, is one that is being recommended to Members for approval in this year's Advanced Programme development report which is being considered by the same committee. Photos of the road surface will be made available for Members to inspect at the meeting.
17. Option 1: Members may agree as part of their Advanced Programme of works to reconstruct/resurface this road in the financial year commencing April 2008.
18. Option 2: Members may decide they would like to see this road reconstructed/resurfaced this financial year in preference to one of the already approved schemes.

Analysis

19. Should Members choose Option 1 then the £36,000 cost to reconstruct/resurface this road will be borne by the Council's Local Transport Plan (LTP) Capital Programme budget and the works will be programmed as early as possible in the new financial year. This work will include replacing the traffic calming and will mean the present speed cushions will be reconstructed in line with today's standard which will mean a slight lowering of the speed cushions. This work will improve the ride quality and reduce if not eradicate all ground borne vibrations and the new traffic calming measures should reduce airborne vibrations, both of which will bring increased customer satisfaction. At the time of writing it is believed there is very little scope to substitute this road

in this year's programme for an existing one as all of the existing programme has been widely publicised and advertised and as such the Council would incur adverse publicity from many sources should they decide to adopt Option 2.

Corporate Priorities

20. Maintenance of the cities highways has a direct impact on several of the Council's corporate aims and priorities:
- Decrease the tonnage of biodegradable waste and recyclable products going to landfill
 - Increase the use of public and other environmentally friendly modes of transport
 - Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces
 - Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest

Implications

Financial

21. The cost to resurface this section of Bramham Avenue will come from the 2008/09 LTP Local Roads Capital Programme budget.
22. Alternatively should Members decide to do the work this financial year it would have to be funded out of this year's capital programme budget.

Human Resources (HR)

23. Should Members decide to maintain the recommended programme there will be no human resource implications.
24. Should Members decide to substitute this for one of the recommended schemes then Consultancy Services would if feasible have to design the scheme.

Equalities

25. There are no equalities implications.

Legal

26. The City of York Council in its capacity as the Highway Authority has a statutory duty under Section 41 of the 1980 Highways Act to maintain the public highway.

Crime and Disorder

27. There are no crime and disorder implications.

Information Technology (IT)

28. There are no information technology implications.

Property

29. There are no property implications.

Other

30. There are no other implications.

Risk Management

31. In compliance with the Council's risk management strategy, the main risks that have been identified in this report are:
- Strategic Risk, arising from judgements in relation to medium term goals for the service
 - Physical Risks, arising from potential underinvestment in assets
 - Financial Risk, from pressures on budgets
 - People Risks, affecting staff if budgets decline

Measured in terms of impact and likelihood the risk score for all of the above has been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

32. That the Advisory Panel advise the Executive Member to:
- (1) Note the receipt of the petition
 - (2) Approve option 1 (paragraph 16).
 - (3) Advise the lead petitioner of the decision taken.

Reason: To comply with current Council policy and ensure that highway maintenance budgets are expended in the most cost effective way based on the Council's assessed priorities.

Contact Details**Author:**

Fred Isles
Maintenance Manager
Highway Infrastructure
Tel 01904 551444

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director
(City Development & Transport)

Report Approved **Date** 28/12/07

Specialist Implications None

Officers:

Wards Affected: Westfield

For further information please contact the author of the report

Background Papers:

There are no relevant background papers.

Annexes

Annex 1 – Resident's letter and petition

Annex 2 – Site Location Plan

Fred

* Petition collection organizer

We, the undersigned residents of Bramham Avenue, wish to make an official complaint to the City of York Council concerning the state of the road and the speed humps on our street.

We believe that the frequency of the bus, particularly the double-deckers, are responsible for the damage to the ceilings in our homes since the timetable was altered from 1/2 hourly service to 10 minute service. The number of buses now on this route varies from 85-100 per day. The road, in its present state, is unable to sustain this volume of traffic. We require action.

SIGNATURES

- * F. Fiorentini - Fiorentini
- * N. M... ..
- [Signature]
- MARK HINDS
- S Holmes
- M. R... ..
- [Signature]
- [Signature]
- [Signature]
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- HOUSE OR FLAT NO
- 50 BRAMHAM AVE.
 - 72 BRAMHAM AVE
 - 66 Bramham Ave
 - 62 Bramham Ave.
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 - 60 B " "
 - 54 Bramham Ave.
 - 72 Bramham Ave.
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 - 70 " "
 - 65 BRAMHAM AVE
 - 61 Bramham Ave
 - 69 Bramham Ave
 - 71 Bramham Ave

SIGNATURES	HOUSE OR FLAT NOS.
D. Montgomery	75 GRANITE AVE.
W. [unclear]	77 [unclear] AVE.
B. [unclear]	92 " "
P. S. Greenwood	90 ~~~~~
J. Young	88 ~~~~~
A. READ.	86 ~~~~~
E. [unclear]	82 " " "
H. [unclear]	80 ~~~~~
W. [unclear]	78 ~~~~~
[unclear]	76 " "



AREA OF BRAMHAM AVENUE TO BE RECONSTRUCTED

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Agenda Item

Meeting of Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy

SIX MONTHLY REVIEW OF SPEEDING ISSUES

Summary

1. This report advises Members of the many locations where concerns about traffic speeds have been raised, and provides an update on progress towards assessing these against the agreed prioritisation framework.
2. Based on this assessment process, a number of priority sites are identified and discussed, leading to the development of proposals for possible future speed management actions.
3. The report also gives an update on the use of Vehicle Activated Signs (VAS) as a speed management tool around the City.

Background

4. Casualty reduction is a principle objective of the Council's Local Transport Plan (LTP) and its Road Safety Strategy. Speed is known to be a significant causal factor in at least one third of all road casualties, and therefore the targeted use of effective speed management measures has the potential to make a significant contribution to this objective.
5. The council receives many complaints about speeding vehicles from a number of sources including residents, elected members and representatives of local groups, such as resident associations. To help manage this, a data led method of assessing all speeding issues in York was approved at the Meeting of the Executive Member for City Strategy and Advisory Panel on 30 October 2006. This established that speeding issues should be assessed against the following criteria:

a. Injury accident record - based upon North Yorkshire Police data, for the preceding three years, and prioritised on severity using the standard categorisations of fatal, serious, or slight. Officers use a points scoring system to rank sites as high or low. This is based on a slight casualty receiving 1 point, with a fatal or serious casualty being weighted at 4 points. A total points score of 6 or more is need for the site to be given a "high" ranking.

b. Speed data - collected using automatic counting equipment and conducted over a period of at least 24 hours.

The **mean (average) speed** recorded by the survey provides a good overall indication of the speed environment, but it does not give a good indication of how many drivers may be exceeding the legal speed limit by a significant amount.

The **85th percentile speed** helps to show this by indicating the speed not exceeded by 85 % of the traffic surveyed, and hence is the level exceeded by the other 15%. Based on national guidelines, the threshold levels generally used by the Police for speed limit enforcement purposes are worked out by the following formula:-

Threshold speed = speed limit + 10% + 2mph. For example in a 20 zone, the formula would look like:-

$$\text{Speed limit} + 10\% + 2\text{mph} = 20\text{mph} + 2 + 2\text{mph} = \mathbf{24\text{mph}}$$

6. The table below summarises the thresholds above which vehicle speeds are regarded as “high” within the assessment framework adopted by the Council:

Speed Limit	Threshold (mean speeds)	Threshold (85 th percentile speeds)
20 mph	20 mph	24 mph
30 mph	30 mph	35 mph
40 mph	40 mph	46 mph
60 mph	60 mph	68 mph

7. Based on the available speed data and the injury accident record, each road is then categorised using a scale of 1 - 4, with 1 being the highest priority, as shown in the following table:

Category	Speed	Casualties	Priority	Treatment
1	High	High	Very High	Speed management measures
2	Low	High	High	Casualty reduction measures
3	High	Low	Medium	Speed management measures
4	Low	Low	Low	None

Prioritisation of speeding issues raised

8. In December 2006, when officers first presented a six-month review of speeding issues, it was reported that Officers held a list containing 87 roads

where concerns over speeding had been raised by residents, elected members, Ward Committees, or Parish/Town Councils. For most of these sites the necessary speed survey information was not available to enable a proper assessment to be carried out. However, based on the information available at that time, a provisional list of 19 high priority sites were identified where further detailed investigations looked to be warranted.

9. An update report was considered by Officer In Consultation (OIC) in July 2007. This reported that a further 33 speed issue locations had been brought to Officers' attention. However, based on a provisional assessment, only three appeared to rank as high priorities. This gave a total of 22 sites requiring more detailed assessment. Since then another 10 locations have been raised as areas of concern, but these have all low casualty ratings and only two appear to be potential speed management scheme candidates (Category Three). This gave an overall total of 24 sites requiring more detailed assessment.
10. The main task has been to carry out detailed speed surveys at all these sites, and review the accident records based on the most up to date information available. The outcome of this work is presented in **Annex A**. This shows that of the 24 locations, only three actually meet the necessary criteria to make them a very high priority for speed management action (Category One). A further 12 are classed as Category Three, meaning speeds are high but the lack of a casualty history makes them a lower priority for Speed Management action. In addition five sites are classed as Category Two sites, which have poor accident records, but speeds are not high. These will be looked at as potential Local Safety or Danger Reduction schemes in 08/09. The other seven sites (Category Four) are now classed as low priorities for any action based on the latest accident and speed information.
11. Following this reassessment, all the sites confirmed as Category One and Category Three locations have been looked at in more detail by Officers with a view to identifying possible speed management measures. The outcome of this work is presented in **Annex B**.

Vehicle Activated Signs

12. One of the speed management tools that has quite recently become available to the Council is the use of Vehicle Activated Signs (VAS). The Council has already installed a number of these around the City, generally in places where other forms of physical traffic calming would not be appropriate (see list of locations in **Annex C**). An update on their current use is provided in **Annex D**.

Speed Management Proposals for 2008/09

13. Clearly, those sites which are ranked as Category One should be viewed as high priority for receiving speed management treatment. Beyond this, those that fall into Category Three should also be considered for action depending on the availability of funding and how they rank against other spending options priorities.

14. The Transport Capital Programme for 2008/09 is currently being developed and a detailed report will be presented to EMAP in March. A block allocation of £50K for speed management work is currently proposed in the draft programme being developed. This level of funding should be sufficient to enable the initial ideas set out in **Annex B** to be looked at in more detail, and depending on the outcome of subsequent consultation and approvals processes, for a significant number of them to be implemented.

Options/Analysis

15. In view of the information presented above, the scope for presenting options to Members at this stage would appear to be limited. The assessment process has identified three high priority sites and 12 lower priority sites for speed management action. **Annex B** highlights the sites where it looks most important and feasible to implement speed management measures. Therefore, if Members support these proposals being taken forward, the next key step would be the allocation of funding within the Capital Programme for 2008/09. As mentioned above, this will be considered in March.

Corporate Priorities

16. The Council's Improvement Priority to increase the use of public and other environmentally friendly modes of transport is relevant to this report. Fears of being a casualty are a real deterrent to more people walking and in particular cycling. By implementing a robust programme of speed management measures to reduce excessive speeding, which targets the minority of drivers whose driving behaviour poses the greatest risk to others, overall safety can be improved and an increase in active transport use achieved.

Implications

Financial

17. It is proposed that a proportion of the 2008/09 Capital Programme will be allocated to enable the council to take forward a number of speed management schemes. This will be subject to a report by the Capital Programme Manager to this EMAP in March 2008.

Human Resources (HR)

18. There are no HR implications, since activities linked to this work area can be accommodated within existing staffing levels and be funded via the Local Transport Plan funding stream.

Equalities

19. There are no equality implications.

Legal

20. There are no legal implications.

Crime and Disorder

21. Speeding is a criminal offence and the Council has a responsibility to deliver an effective Speed Management Strategy.

Information Technology (IT)

22. There are no IT implications.

Property

23. There are no property implications.

Other

24. There are no other implications.

Risk Management

25. In compliance with the Council's risk management strategy the risks arising from the recommendations have been assessed.

Strategic

26. There are no risks associated with the recommendations of this report.

Physical

27. Road accidents by their very nature are unpredictable and it is always possible that an injury accident will occur on a route that has been assessed where no action was taken. The data led method of assessing speeding issues ensures that routes with a casualty record are prioritised.

Financial

28. There is a potential risk that demand for speed management treatments outweighs the capacity to deliver. All potential speed management engineering treatments will be subject to budget allocation.

Organisation/Reputation

29. There is likely to be opposition to a recommendation to take no action following the assessment of a speeding issue. However, the data led method of assessing speeding issues enables one to justify instances when no action is deemed appropriate.
30. Measured in terms of impact and likelihood, the risk score for all these risks has been assessed at less than 16 (see table below). This means that at this point the risks need only to be monitored, as they do not provide a real threat to the achievement of the objectives of this report.

Risk Category	Impact	Likelihood	Score
Strategic	Very Low	Remote	2
Physical	Very High	Remote	5
Financial	Medium	Possible	9
Organisation/Reputation	Medium	Probable	12

Recommendations

31. That the Advisory Panel advise the Executive Member to:

Note the outcome of the speeding assessments carried out by Officers, and give in principle support to an appropriate funding allocation being made within the 2008/09 Transport Capital Programme for speed management proposals to enable the proposals set out in Annex B to be progressed.

Authors:		Chief Officer Responsible for the report:	
Trish Hirst Road Safety Officer City Strategy 01904 551387		Damon Copperthwaite Assistant Director (City Development and Transport)	
Mike Durkin Project Manager (Transport and Safety) City Strategy 01904553459		Report Approved	<input checked="" type="checkbox"/> Date 24 Dec 2007
		Mike Durkin Joint Acting Head of Transport Planning	
Specialist implications Officer(s)			
Financial Patrick Looker Finance Manager, City Strategy 01904 551633			
Wards Affected			All <input type="checkbox"/> <i>tick</i>
For further information please contact the author of the report			

Background Papers

Speed Management Report

Meeting of Executive Members for City Strategy and Advisory Panel, October 2006

Second Local Transport Plan 2006 –11

(Including Road Safety Strategy and Speed Management Plan)

TRL Report 548 Vehicle Activated Signs – a large scale evaluation.

TRL Report 323 *A New System for Recording Contributory Factors in Road Accidents*

Annexes

- Annex A Speeding Issues - Assessment Results
- Annex B Site Investigation and Proposal Development for the 15 Locations Identified for Possible Speed Management Measures.
- Annex C Location Details of Vehicle Activated Sign
- Annex D VAS installations – review of use and performance

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Annex B

Potential Speed Management Schemes - Analysis and Proposals

This annex has two sections. The first deals with the three sites which are ranked as high priorities for speed management measures to be considered. The second section deals with the other 13 lower priority sites.

High Priority Locations

Chaloner's Road, Woodthorpe

Speed problem - The speed survey was carried out within the 20mph Zone, near the junction with Eason View, and highlights that the 85th percentile speed is around 30mph. This shows that many vehicles are being driven through the area at inappropriate speeds.

Casualty problem (1 fatal and 5 slights from 6 incidents) - The main problem is linked to moped riders being involved in collisions at junctions, but there is no clear pattern to the accidents that would point to an obvious solution.

Comments - Chaloner's Road is a long and fairly straight concrete road, with vertical traffic calming measures in place to enforce a 20 mph Zone in the area of highest pedestrian activity. The traffic calming measures include a raised Zebra crossing and speed cushions. The road is a bus route (including the FTR). The road experiences a noticeably high level of powered two wheeler traffic, which is not significantly affected by some of the traffic calming measures, which are speed cushions. This is thought to be a factor in the speed survey results obtained.

Proposals – The obvious way of reducing speed would be to introduce more full width traffic calming measures to ensure that all road users are affected by the scheme. However, this would have an adverse effect on bus operations and would go against the Speed Management Plan (Chaloner's Road is classed as Mixed Priority). The higher than expected speed results are thought to be linked to two wheel riders, who are probably putting themselves at the greatest risk by their actions. It will therefore be difficult to address this problem, but the use of some VAS signs could be considered. These could show a slow down message when 20mph is exceeded, which would act as a safety warning and also increase the moral pressure on drivers to slow down. Other minor improvement could be the introduction of a new centre line and refreshing of the existing on-road cycle lanes to visually narrow the road, which can help to moderate traffic speeds.

Estimated costs

Re-refresh of road markings £2,000

VAS £6,000 (for 2)

Annex B

Gale Lane, Acomb

Speed problem - The speed survey was carried out between Tudor Road and Cornlands Road, which forms part of a 20mph Zone and is a key area for pedestrian crossing activity linked to the local schools. The survey showed that many drivers were going through this section at an inappropriate speed.

Casualty problem – (1 serious and 9 slight from 7 incidents along the full length of Gale Lane). There are not any cluster groups of accidents, but not surprisingly most happened close to the various junctions along the road, with 3 of them happening in the dark. A high number have involved either a cycle (3 incidents) or motorcycle (3 under 125cc). No common causation factors have been identified.

Comments – Gale Lane is already extensively traffic calmed, and the layout of the existing scheme followed a major review in 2003 which sought to target the measures in the areas of greatest concern. The section between Tudor Road and Cornlands Road sits within a 20mph Zone, and at the time of this study just had a refuge in place to help pedestrians to cross the road. No vertical measures were in place at that time. However, the scheme has recently been strengthened in this area by the introduction of a raised Zebra crossing in place of the refuge (linked to the development of the York High School).

Proposals – Given the recent installation of a raised Zebra crossing, it would be logical to undertake a repeat speed survey to see if drivers are being slowed down more. In addition, it might be prudent to do some further speed surveys at some other key location along Gale Lane to check that there are no other areas of concern.

Estimated costs -
Additional surveys - £1000

Wigginton Road (Crichton Avenue to level crossing)

Speed problem – The speed survey was carried out mid-way along this section of road, close to where the speed limit changes from 40 to 30mph (near the end of the terraced housing). Hence 85th % speeds of 41 inbound and 46 outbound are not so surprising, but are a concern given the nature of the area.

Casualty problem - (3 serious and 12 slight from 11 incidents) – over half occurred close to the Crichton Avenue signalised junction, and the others were in the vicinity of the Nestle access points. Five of the accidents occurred in the dark.

Comments - At the moment the speed restriction reduces from 40 to 30mph where terraced housing begins to one side of the road, and this is where street lighting currently extends to. However, new street lighting is currently being installed to improve the segregated footway/cycleway which runs parallel to the carriageway, almost as far north as the level crossing.

The Wigginton Road/Crichton Ave junction was looked at March 2007 as a potential Local Safety Scheme. However, no clear accident patterns or obvious remedial actions

Annex B

were identified. The fact that the junction is built over an old railway bridge, currently utilised by the Sustrans cycle path, means that any significant highway alterations to try to improve safety or capacity of the junction would be very costly. Therefore a recommendation was made at that time to just keep the situation under review.

Proposals – It is considered that the introduction of new street lighting presents the ideal opportunity to consider extending the current 30mph restriction. In conjunction with this, upgraded signage and road markings could be used to provide a stronger gateway effect. This should ensure that drivers are traveling much slower than present as they approach the area of terraced housing and the Crichton Avenue junction.

Estimated costs

Extend 30mph restriction and provide gateway features	£6,000
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Medium Priority Locations

Bad Bargain Lane, Heworth

Speed problem - The section of road under investigation is part of a 20mph zone near Burnholme School. The speed surveys were done near Rydal Ave, and recorded speeds are only just above the threshold level, with 85th percentiles of 24mph (from Tang Hall) and 25 mph (to Tang Hall). However, the presence of the school naturally increases the concern over these speed levels.

Casualty problem (5 slights from 4 incidents) – Two of the accidents occurred at the cross-roads, where Burnholme Drive meets Bad Bargain Lane, Two of the casualties were pedal cyclists and two were riders of motorbikes under 250cc.

Comments - The section of Bad Bargain Lane in question is fairly straight, with vertical traffic calming measures in place to enforce a 20 mph School Safety Zone. The traffic calming measures include speed tables in the area of highest pedestrian crossing movements, plus some speed cushions. There is also a bus route along this road.

Proposals - The obvious way of reducing speed would be to introduce more full width traffic claming measures in place of the existing speed cushions. However, this would have an adverse effect on bus operations and would go against the Speed Management Plan (Bad Bargain Lane is classed as Mixed Priority). It will therefore be difficult to address this problem, but the use of some VAS signs could be considered. These could show a slow down message when 20mph is exceeded, which would act as a safety warning and also increase the moral pressure on drivers to slow down.

Estimated costs

VAS £6,000 (for 2)

Annex B

Carr Lane, Acomb

Speed problem - The road has a 30mph speed limit. The speed checks were done near Glebe Avenue, which is towards the Boroughbride Road end, where speeds are known to be highest. The 85th percentile speeds were 36mph (to Boroughbride) and 35mph (from Boroughbride). On-street car parking at the bend and on the downhill section towards the Acomb end have a significant moderating effect on speeds.

Casualty problem (6 slights, from 5 incidents) - All the accidents took place at junctions, two at the York Road junction, two at the Dodgson Terrace junction, and one at Boroughbride Road.

Comments - Carr Lane has been looked at on a number of occasions over recent years. In 2005, a local safety scheme was introduced at the Almsford Road junction to improve visibility for emerging drivers and to slow traffic on Carr Lane. This has been successful. A wider accident study in 2006 /07 identified just one other area of concern, linked to visibility at the junction of Inman Terrace. The study concluded that the introduction of physical traffic calming along Carr Lane would not be appropriate because of the status of the road as a Traffic Route within the Speed Management Plan. The accident history pointed to the junctions as being the key areas to target for safety improvements. However, safety would be generally enhanced if any reduction in speeds could be achieved. It is known that the narrow lane widths where on-street parking currently takes place helps to slow traffic, and therefore narrowing the running lanes elsewhere along Carr Lane could be beneficial.

Proposals - Where the road is wide enough hatching could be introduced along the centre of the carriageway to give the driver a perception of a narrower road, hopefully leading slightly lower speeds.

Estimated Costs
Hatching - £3,000

Greengales Lane, Wheldrake

Speed problem – The start of the 20mph School Safety Zone is a relatively short distance inside the 30mph on Greengales Lane. Speed data was taken at the junction with Broadlands, between the start of the 30mph restriction and the 20 School Safety Zone, with 85th percentile speeds of 37mph, (inbound) and 40mph, (outbound) being recorded. These levels are a cause for concern given the residential nature of the road and proximity of the school.

Casualty problem (one slight) – There is only one recorded accident nearby, and this was on the bend located just outside the village 30mph restriction.

Comments – As you enter the village on Greengales Lane, the bend just prior to entering the village (where the slight happened) is not well signed, and would benefit from some warning signs and chevrons.

Annex B

The 30 mph speed restriction starts as you enter the village and already has a good “gateway” effect.

Proposals - Adding warning chevrons to the sharp bend near the edge of the village would improve safety by slowing drivers on the bend, and may also result in a small reduction in speed being maintained as they enter the village.

The addition of a VAS sign within the 20 Zone could also be considered. This would act as a safety warning and also increase the moral pressure on drivers to slow down.

Estimated costs

Warning chevron signs £2,000

VAS £3,000

Hodgson Lane, Upper Poppleton

Speed problem – The speed surveys were undertaken near the Beech Grove junction, which is a point about mid way between the recorded accidents. The speed limit is 30mph, and the survey showed 85th percentile speeds of 38mph (entering village) and 39mph (leaving village). This is above the threshold for a 30mph road, and a cause for concern given the residential nature of the area.

Casualty problem (1 serious, 1 slight from 2 incidents) - The serious casualty occurred at the junction with West Field Lane, just after the 30 limit. The slight injury occurred at the junction with Main Street and Station Road.

Comments – Although the recorded speeds are of some concern, Hodgson Lane is classed as a Traffic Route within the Speed Management Plan which means that the road is inappropriate for vertical traffic calming measures. However such high speeds are a concern, and the use of horizontal traffic calming measures may need to be considered. Alternatively the use of VAS could be considered, but these are likely to be less effective.

Proposals – This may be a situation where horizontal traffic calming measures could be considered, but this may not be well supported locally. Alternatively using VAS could be an option. This would at least ensure that drivers who have entered the 30 limit and are still speeding are reminded that this is a built-up area and would increase the moral pressure on drivers to slow down through the village.

Estimated cost

Horizontal traffic calming £8,000

VAS £3,000

Annex B

Knavesmire Road, South Bank

Speed problem – The speed surveys were undertaken about half way along the road and showed 85th percentile speeds of 40mph in one direction and 41mph the other way. This is above the threshold for a 30 mph road, but is perhaps less of a concern because the road does not have residential frontage development.

Casualty record (1 slight from 1 incident) which happened near where the speed survey was undertaken. This involved a pedal cyclist running into a parked car.

Comments - This area is open with little or no frontage development. Although speeds are above the limit no significant safety issues seem to arise from this. A large refuge has been provided where most pedestrians and cyclists need to cross the road. The road is classed as a Traffic Route under the Speed Management Plan and therefore is not suitable for the introduction of physical traffic calming measures.

Proposals – None

Strensall Road (south of the A1237)

Speed Problem – The speed surveys were undertaken near Avon Drive, south of the ring road roundabout and showed 85th percentile speeds of 37mph (from the city) and 38mph (to the city). This is a little above the threshold for a 30 mph road.

Casualty record - (2 slights from 2 incidents) – one occurring just south of Avon Drive and the other occurring on Strensall Road, between Linden Close and The Old Village.

Comments – This is a long and relatively straight road which carries a significant level of traffic, including buses. The main area of concern is between the A1237 outer ring road and North Lane. Adding physical traffic calming measures would not be appropriate because it is classed as a Traffic Route under the Speed Management Plan. There are currently on-road cycle lanes on both sides of the road and there is a concern that if further measures were introduced to effectively narrow the road (such as hatching or refuges) then cyclists could be more vulnerable from traffic having to move closer to the side of the road. Introducing a VAS sign is thought unlikely to be very effective given the length of the road in question. The road has previously been identified as a speed enforcement site by the Police, and giving this greater publicity probably offers the best chance of affecting driver behavior on this road.

Proposals - It is proposed to liaise with the Police with a view to undertaking and publicising some speed enforcement work in the area.

Tadcaster Road (between the Askham Bar roundabout and Hunter's Way)

Speed Problem – This road has a 30mph speed limit. The speed surveys were

Annex B

undertaken near Middlethorpe Drive and showed 85th percentile speeds in both directions of 35 mph. This is just on the threshold level for a 30 mph road.

Casualty problem (3 slights from 3 incidents) - One accident involved a car reversing out of a drive and hitting a pedal cyclist, and another occurred because a bus braked sharply.

Comments - Tadcaster Road is a busy main route in and out of the city, and there is a heavy bus flow, including the FTR. The road is classed as a Traffic Route under the Speed Management Plan which precludes the use of vertical traffic calming measures. The road has already had extensive work done on it to provide bus priorities, cycle lanes, and crossing facilities. This is the kind of road where Police enforcement needs to be targeted periodically to remind drivers of the need to obey the speed limit. This is something the Police are aware of and the road has been targeted recently as part of the Drink Drive Campaign on the run up to Christmas.

Proposals - It is proposed to continue to liaise with the Police with a view to undertaking and publicising speed enforcement work in the area.

Towthorpe Road (on the edge of Haxby)

Speed problem – The section of road in question is within a 30mph speed limit. The speed surveys were undertaken near Netherwindings, within the residential area of the village, and showed 85th percentile speeds of 39mph (to Haxby) and 40mph (from Haxby). This section of Towthorpe Road has housing right along both sides. A petition has recently been received from residents who are very concerned about the dangers posed by the speed of traffic in this area.

Casualty problem - (3 slights, 1 serious from 4 incidents) - None of these were on the section of Towthorpe Road where residents have raised concerns about speeds. One of the slights occurred on the bend in the village at the junction of Garths End, and the other two slights and the serious happened on bends further out of Haxby. .

Comments – Although the survey was carried out just within the 30 limit, the speeds recorded are high and of concern. This section of road is long and straight, and its proximity to the rural area just beyond the limits of the village is probably a significant factor in the high speeds recorded. The road is classed as a Traffic Route under the Speed Management Plan which precludes the use of vertical traffic calming measures.

Proposals – Speeds on the approach to the village could be reduced through improved gateway signage and road markings to give a clearer indication to drivers that they are entering a residential area with a 30mph speed limit. In addition, consideration could also be given to some form of horizontal traffic calming measures to more positively control speeds along the residential section of road.

Estimated costs –
Gateway improvements £4,000

Annex B

Horizontal traffic calming measures £10,000

University Road, Heslington

Speed problem – This road has a 30mph speed limit. The speed surveys were undertaken near the footbridge and showed 85th percentile speeds of 35mph (towards Hull Rd) and 36mph (from Hull Rd). These are just on the threshold for a 30 mph road.

Casualty problem - (1 serious, 3 slight from 3 incidents) The serious accident involved a pedal cyclist turning right at the junction with Derwent College car park. One slight involved a pedal cyclist on the roundabout, and the other slight involved a pedestrian and a vehicle driver near where the speed survey was taken.

Comments – This is a long and relatively straight road, but has had a number of central islands introduced to help moderate speeds and deter overtaking. The speeds recorded are only just slightly above the threshold, which suggest the islands are having a positive effect. This road is also classed as a Traffic Route under the Speed Management Plan which precludes the use of vertical traffic calming measures.

Proposals – No simple improvement looks to be available, so no further action is proposed.

York Road, Naburn (at north end of village)

Speed problem – The road in question has a 30mph speed limit. The speed surveys were undertaken at Naburn Park Mews, at the north end of the village and show 85th percentile speeds of 37mph (entering village) and 38mph (leaving village). These are just above the threshold for a 30 mph road.

Casualty problem (1 slights from 1 incidents) One involved two cars colliding in the wet on Front Street. The one accident on York Road at this end of the village involved a collision between a bus and a farm vehicle.

Comments – This section of road is classed as a traffic route in the Speed Management Plan, which means the vertical traffic calming measures are not an option. However, the signage for the 30mph limit at this side of the village is quite weak and could be improved.

Proposals - It is proposed that the 30mph “gateway” into the village should be improved, to incorporate yellow backed speed signs. In addition the introduction of a VAS slightly further in to the village to remind drivers to slow down could be considered.

Estimated cost

Gateway enhancements £2,000
VAS £3,000

Annex B

Burton Stone Lane (Clifton end)

Speed Problem - The section of road in question is a 20mph zone. The speed surveys were carried out at the mid point between Clifton Road and Grosvenor Road and showed 85th percentile speeds of 31 towards Clifton and 30 from Clifton. These are significantly above the threshold for a 20 mph road.

Casualty problem – (3 slights from 3 incidents) - Two occurred at the junction with Grosvenor Road, and the other involved someone turning right off the road into a private access.

Comments –Burton Stone Lane is classed as Mixed Priority in the Speed Management Plan, and the current traffic calming scheme was specifically designed to minimise potential problems for bus operations along this important route. The most effective way of slowing traffic further would be by introducing some full width measures but there is likely to be strong opposition to this from bus operators and the emergency services. Therefore, this could be an appropriate location to employ some VAS signs to highlight the 20mph restriction and increase the moral pressure on drivers to slow down.

Proposals – Introduce two VAS signs

Estimated cost-

VAS £6,000 (for two)

Ten Thorne Lane, Knapton

Speed Problem – This road has a 30mph restriction. The speed surveys were carried out close to the last bungalow on Ten Thorne Lane, as you leave the village. The recorded speeds were 34mph leaving the village and 36mph entering the village, which are only just above the threshold speeds.

Casualty problem – (1 slight in 1 incident) which happened on Back Lane, near the junction with Ten Thorne Lane.

Comments – Under the Speed Management Plan, Ten Thorne Lane is classed as Mixed Priority inside the main built-up area of the village, and a Traffic Route outside of the village. This would allow some targeted traffic calming to be considered within the village, if it could be justified. However, looking at the casualty problem, there were actually no accidents on Ten Thorne Lane, and speeds are only marginally above the threshold in one direction. The implementation of traffic calming measures would be very costly, and at the present site it is not felt it would not be cost effective.

There have recently been petitions raised within the village concerning the possible closure of Main Street at the junction with the A1237. As a result of this, Members have asked Officers to carry out a traffic study in Knapton. This will look at the issue of traffic speeds in the village, including on Ten Thorne Lane.

Proposals – To consider speeding issues on Ten Thorne Lane as part of a wider traffic study to be carried out in Knapton in early 2008.

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Vehicle Activated Signs (VAS)
Location details and direction of approaching traffic
2006 / 2007 'additional' VAS

2006 / 2007 LTP funded VAS locations :-

Road	Direction of approaching traffic	VAS Site	Location
SIM BALK LANE	inbound (towards Bishopthorpe)	on or at lighting column 10	opposite 37
YORK ROAD	northbound (towards Haxby)	on or at lighting column 13	in front of 68/70
WETHERBY ROAD	inbound (towards Beckfield Lane)	On or at lighting column 19	opposite 104
WETHERBY RD	outbound (toward outer ring road)	on or at lighting column 14	outside 64
WATER LANE	inbound (towards City Centre)	on or at lighting column at	Grain Store entrance
STOCKTON LANE	inbound (towards City Centre)	on or at lighting column 38	in front of 246/248
STOCKTON LANE	outbound (away from City Centre)	on or at lighting column 30	outside 113
MOOR LANE	eastbound (towards Tadcaster Rd)	on or at lighting column 56	in front of 162
MOOR LANE	westbound (towards outer ring Rd)	on or at lighting column 30	opp. Moorcroft Rd
MILL LANE	eastbound (towards Haxby)	west of lighting column 10	in front of 46/48
MELROSEGATE	southbound (towards Hull Road)	north of Starkey Crescent	
HUNTINGTON RD	northbound (towards Huntington)	on or at lighting column 117	opp. Manor House
BECKFIELD LANE	southbound (towards Wetherby Road)	south of lighting column 35	outside 237/239
ELVINGTON LANE	inbound (towards Elvington)	on or at lighting column 10	outside Hollyfield
FIELD LANE	westbound (towards Heslington)	on or at lighting column 36	

2006 / 2007 Ward Committee funded VAS locations :-

Road	Direction of approaching traffic	VAS Site	Location
SHIPTON ROAD	inbound (towards City Centre)	on or at lighting column 42	in front of 154
TEMPLE LANE	inbound (towards Copmanthorpe)	on or at lighting column 14	opposite 39
TEMPLE LANE	outbound (towards Acaster Lane)	on or at lighting column 10	corner Drome Road
MANOR HEATH	southbound (from A64)	on or at lighting column 13	in front of 40/42
SELBY ROAD Fulford	inbound (towards City Centre)	on or at lighting column 19	Outside number 143

2006 / 2007 Parish Council funded VAS locations :-

Road	Direction of approaching traffic	VAS Site	Location
ACASTER LANE Bishopthorpe	northbound (to Bishopthorpe)	on or at lighting column 19	opp Keble Park North



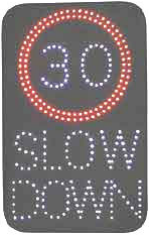
Vehicle Activated Signs (VAS)
Location details and direction of approaching traffic
2005 / 2006 'trial' VAS

2005 / 2006 LTP funded 'trial' VAS locations :-

Road	Direction of approaching traffic	VAS Site	Location
COMMON ROAD	inbound (towards Dunnington)	On new wide based pole	Adjacent to the Sports Club entrance
MAIN STREET B1228	westbound (towards Elvington)	On new wide based pole outside The Hollies	Between Church Lane and River Side Gardens
ELVINGTON LANE B1228	eastbound (towards Elvington)	On new wide based pole	Adjacent to the Dauby Lane junction
STRAIGHT LANE	northbound (toward Holtby)	On new wide based pole	South of the Panman Lane junction
LONG RIDGE LANE	westbound (towards Millfield Lane)	On 'off-side' wide based pole outside 123	Opposite the Long Ridge Drive junction
MOORLANDS LANE	westbound (towards Skelton)	On new wide based pole Outside number 13	Outside number 13
YORK ROAD	northbound (towards Strensall)	On new wide based pole	Opposite Newton Way
SANDY LANE	westbound (towards Stockton-on-the-Forrest)	On new wide based pole	Adjacent to Westfield House
MAIN STREET	eastbound (towards Wheldrake)	On new wide based pole	Opposite Valley View

2005 / 2006 Ward Committee funded VAS locations :-

Road	Direction of approaching traffic	VAS Site	Location
HULL ROAD	inbound (to City Centre)	on or at lighting column 23	opposite No. 109
HULL ROAD	oubound (to Tang Hall lane)	On new wide based pole	opposite No. 253
HULL ROAD	outbound (to Grimston Bar)	on or at lighting column 41	opposite No. 219



Vehicle Activated Sign (VAS) Installations Review of operation

A list of all the current individual VAS locations is included under **Annex C**

The current VAS were all installed with the support of relevant Ward Councillors and Parish/Town Councillors, many of whom were actively involved in choosing the optimum sign locations with Officers.

Since then, there has generally been widespread support for the various VAS installations now in place. Very little negative feedback or adverse comment has been received, either from drivers or residents living in proximity to the signs. In addition, feedback from residents generally about the existing VAS has been encouraging, with just one or two suggestions about repositioning certain signs. No one has specifically asked for VAS to be removed.

Indeed, because of road safety concerns over traffic speeds in other areas, there have been requests for additional signs to be provided (these areas of concern are discussed elsewhere in this report).

On going monitoring of the overall effectiveness of VAS around the City confirms that the use of VAS is an effective speed management tool. This is consistent with other Local Authority and Central Government studies which show that VAS, used in the right circumstances, can be very effective in moderating traffic speeds.

However, both local and national findings show that at some sites VAS effectiveness may diminish over the longer term. Hence it is important that the effectiveness of individual VAS signs is kept under review. To this end, Officers are planning to undertake further speed surveys to assess if consideration should be given to removing any VAS signs for possible re-use in new locations where they could be more effective. Any proposals coming out of this process would be reported to as part of a future Six Monthly Review of Speeding Issues.

Apart from vandalism of the trial VAS in Strensall, and theft of the VAS on Melrosegate, there have only been a few minor operational problems with the VAS equipment. The initial cost of these signs includes a warranty, and the suppliers have been extremely prompt and efficient in rectifying any faulty components so that the VAS is not out of action for long.

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Meeting of Executive Members for City Strategy and Advisory Panel

14 January 2008

Report of the Director of City Strategy

HIGHWAY MAINTENANCE, ADVANCED DESIGN ON PROGRAMMES FOR 2008-2009

Summary

1. This report discusses how the provisional highway maintenance surfaces programmes have been prepared. It recommends and seeks approval to begin advanced design for a list of schemes in each category of work.

Background

2. By Members agreeing a programme early we can begin to carry out advanced design of some of the schemes and minimise any delay at the start of the year in implementing same. This has proved very successful over the last ten years and this report proposes to continue with these arrangements.

Surveys

3. In order to produce the programmes of highway works for the next year information is drawn from a number of surveys which are carried out throughout the year.
 - Visual safety survey of all our roads and footways.
 - Detailed condition survey of all our roads and footways.
 - United Kingdom Pavement Management System (UKPMS) visual and machine surveys of all roads and approximately 22% of the highway, footway network.
4. In June 2007 we again carried out a full coarse visual condition survey of all our roads and footways. This allows us to grade them into three categories, grade 1 (good), grade 2 (average), and grade 3 (poor). By comparing with previous year's survey results the survey tells us whether the condition of the city's infrastructure is improving or deteriorating and identifies those streets which need to be looked at more closely with regards to a future resurfacing scheme. The results of the 2007 visual survey of the highway network are shown in Annex 1. Comments on trends for each category of road and footway are shown in Annex 2 and a full copy of the survey results is available in the

Members library and will also be available at the meeting. It is intended to continue this survey next year in order that we can continue to monitor trends in improvement and deterioration and as an aid to identifying which streets should be resurfaced.

5. In October and November of 2007 a detailed condition survey was undertaken of all the following highways.
 - Streets listed in our Local Transport Plan (LTP) 5 year programme of structural maintenance
 - Streets identified as grade 3 by June 2007 survey
 - Streets where the UKPMS survey showed that sections of them breached national intervention levels
 - Requests by Members
 - Requests by customers
 - Recommendations of the Council's Safety and Area Highway Reactive Inspectors along with other officers of the Council.
6. Each road and footway is assessed and given a condition rating (score) based on engineering criteria and experience, with a treatment solution determined. The detailed condition survey was compiled into a listing, a copy of which will be available at the meeting.
7. To compliment all those other surveys and also identify areas for treatment, machine surveys to identify the skid resistance value of all principal roads are undertaken on an annual basis to produce a three year rolling average to identify the pavement resistance to skidding.
8. With all this condition information we are in a better position to identify where we should direct our maintenance activities and develop the programmes of work.

Programme Development

9. When considering roads and footways for inclusion in the programmes we have to consider a number of issues. These are:-
 - The standards to be adopted
 - The priorities for selection
 - The approach to take
 - The choices to be made
10. The standards we have adopted when improving the footway or road are that even though economic designs are required they should be to the highest

possible standard of quality in terms of materials, surface evenness and value for money consistent with a whole life costing approach. We would expect that full thickness surfacing of the footways should last for at least 20 - 30 years depending on whether it is a bituminous surface or cementitious and that renewal of binder course and running course for roads should last around 20 years with only minimal repair work necessary provided they have not suffered damage from third parties in the intervening period.

11. The priorities for selection are based on a number of weighting factors:-

- Condition – we try to achieve a reasonable balance between dealing with those roads and footways in the worst condition, i.e. structural maintenance and those where early preventative work will save more costly work in the future, i.e. preventative maintenance.
- Safety – is the road or footway safe to use and will it deteriorate within the next twelve months to make it such that it becomes unsafe?
- Location – is it near a school, elderly persons accommodation, public buildings, shops, post offices etc.?
- Usage – is there a heavy use by pedestrians, cyclists, public transport?
- Accident record – is there a history of pedestrian/vehicular traffic accidents, has there been a high level of third party highway insurance claims?
- Hierarchy – the importance of the road and/or footway to the traffic management, public transport and the pedestrian priority route.
- Affordability – the cost of carrying out the scheme when balanced against other potential schemes and the maintenance liability if left.
- Structural and preventative – obtaining the right balance to extend the life of the asset. Achieving the right balance is difficult when the choices are so wide and there is insufficient funding to bring the whole infrastructure up to the desired standard in one year.

12. Our approach to preparing the programmes has been as follows:-

- LTP funding is mainly restricted to the structural maintenance of the Council's classified roads and footways network and some of its important local roads.
- CYC funding is primarily targeted at local and residential roads and footways including the city centre.
- Over the last ten years the split in budget between footways and roads has been in the proportions of 70/30 towards footways and more recently 60/40, which reflected the wishes of Members and residents. However, the survey trends in Annex 2 and the Asset Management Plan indicate that we need to invest more in our road network if we are to halt the deteriorating

trend therefore, it is proposed to alter the funding split to 50/50 on footways and carriageways so that we can address this deteriorating trend and still meet the aspirations of Members and residents. Members are recommended to approve this split in the funding of footway and road schemes. The provisional programme of works has been compiled on this basis, however, should Members approve an alternative split in the funding, this will be reflected in a revised programme of works that will be brought to Members in March 2008 as part of the Annual Highway Maintenance report.

BVPI 187 for important footways York is in the top quartile of Unitary authorities for 2005/6 which are the latest comparable results available.

- We have identified areas for forward planning so that we target areas of work both on an area basis and on key radial routes.
 - We also believe that the city centre, because of the high pedestrian use, should continue to receive special attention in the form of its own maintenance budget. However, this has had to be reduced due to budget pressures across the board.
13. In terms of surface material choices the programmes are developed in accordance with the Council's current Paving Policy for footways. Although there is no similar approved policy for road surfaces materials, common practice has been developed which uses nationally recognised materials and techniques as follows:-
- surface dressing on rural roads where turning movements and event sections are minimal
 - heavy duty slurry sealing on minor residential roads, mainly culs de sac where traffic movements are low
 - thin overlays on minor residential roads and junctions where turning movements are more numerous and severe
 - bituminous macadam on more heavily trafficked roads
 - asphalt on urban principal and urban classified roads
14. The choice of asphalt will very much depend on the scope of the work we are doing but in the main if there is a good foundation we will continue with the use of stone mastic asphalt as this does not require a chipping spreader and therefore means resurfacing can be done quicker with less disruption and in more safety. However, where the base is not considered adequate for stone mastic asphalt then hot rolled asphalt will be the material of choice either 30% with pre-coated chippings or high stone content, 55% aggregate.

Proposals

15. Taking account of all the policies and procedures, the provisional programme

and schemes are being developed and listed in Annexes 3 – 12.

16. Over the remaining part of this year the Council's Engineering consultancy and Neighbourhood Services will begin work preparing some schemes so that an early start on construction can be made in the new financial year.
17. Members will be aware that as from last year Neighbourhood Services have undertaken the design and build of all footway schemes and that this has worked well bringing efficiency savings to the Council in the region of £75,000 which has been ploughed back in to carrying out additional schemes.
18. Any adjustments to the programme for next year as a result of changes in the budget, particularly the CYC funding element which at the time of writing is not known, will be reported to Members in the March Annual Highway Maintenance report.

Consultation

19. The Council's finance manager has read the report and is satisfied with its contents.

Options

20. There are no options applicable to this report as it only seeks approval for a programme of works.

Analysis

21. Due to paragraph 20 no analysis is required.

Corporate Priorities

22. Maintenance of the cities highways has a direct impact on several of the Council's corporate aims and priorities:
 - Decrease the tonnage of biodegradable waste and recyclable products going to landfill
 - Increase the use of public and other environmentally friendly modes of transport
 - Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces
 - Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest

Implications

Financial

23. The report has been prepared using the latest indications for the highway maintenance budget for 2008/09. However, there may be changes prior to the budget finally being approved at the Budget Council on 21 January 2008. The Annexes can therefore only be classed as an indicative list only. Any adjustments to the budget for the next financial year will be reflected in the programme of work and reported to Members in the March 2008 Annual Highway Maintenance report.

Human Resources (HR)

24. Staff from Consultancy Services and Neighbourhood Services will be engaged in the detail design and management of the programme of works. The quantity of work, particularly a reduction on previous years, may have a negative impact on staffing levels.

Equalities

25. There are no equalities implications.

Legal

26. The Council in its capacity as the Highway Authority has a duty under Section 41 of the 1980 Highways Act to maintain the public highway.

Crime and Disorder

27. There are no crime and disorder implications.

Information Technology (IT)

28. There are no IT implications in this report.

Property

29. There are no property implications.

Other

30. There are no other implications in this report.

Risk Management

31. In compliance with the Council's risk management strategy, the main risks that have been identified in this report are:
 - Strategic Risk, arising from judgements in relation to medium term goals for the service

- Physical Risks, arising from potential underinvestment in assets
- Financial Risk, from pressures on budgets
- People Risks, affecting staff if budgets decline

Measured in terms of impact and likelihood the risk score for all of the above has been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

Recommendations

32. That the Advisory Panel advise the Executive Member to:

- note the results of the June and October 2007 condition surveys on the city's roads and footways.
- approve the split in funding between footways and roads on a 50/50 basis.
- approve the provisional programme of work listed in Annexes 3 – 12 of this report.

Reason: To ensure the Highway Maintenance budget is expended in the most cost effective way based on the Council's assessed priorities and approved policies.

Contact Details

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Chief Officer responsible for the report:

Damon Copperthwaite
Assistant Director (City Development and
Transport)

Report Approved



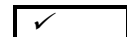
Date 18 Dec 2007

Specialist Implications Officer(s)

Financial – Patrick Looker, Finance Manager
HR – Report Author
Legal – Report Author

Wards Affected:

All



For further information please contact the author of the report

Background Papers:

There are no background papers

Annexes

- Annex 1 – Condition Assessment of the Highway
- Annex 2 – Results of the June 2007 Survey of Highway Surfaces
- Annex 3 – LTP Allocation 2008/09
- Annex 4 – Detrunked Roads Advanced Programme 2008/09
- Annex 5 – LTP Principal Roads Advanced Programme 208/09
- Annex 6 – LTP Non Principal Roads Advanced Programme 2008/09
- Annex 7 – LTP Local roads Advanced Programme 2008/09
- Annex 8 – LTP Minor Urban Surfacing Advanced Programme 2008/09
- Annex 9 – CYC Advanced Footway Capital Programme 2008/09
- Annex 10 – CYC Advanced Drainage Capital Programme 2008/09
- Annex 11 – CYC advanced Surface Dressing Revenue Programme 2008/09
- Annex 12 – CYC Advanced Footway Slurry Sealing Revenue Programme 2008/09

4 January 2008
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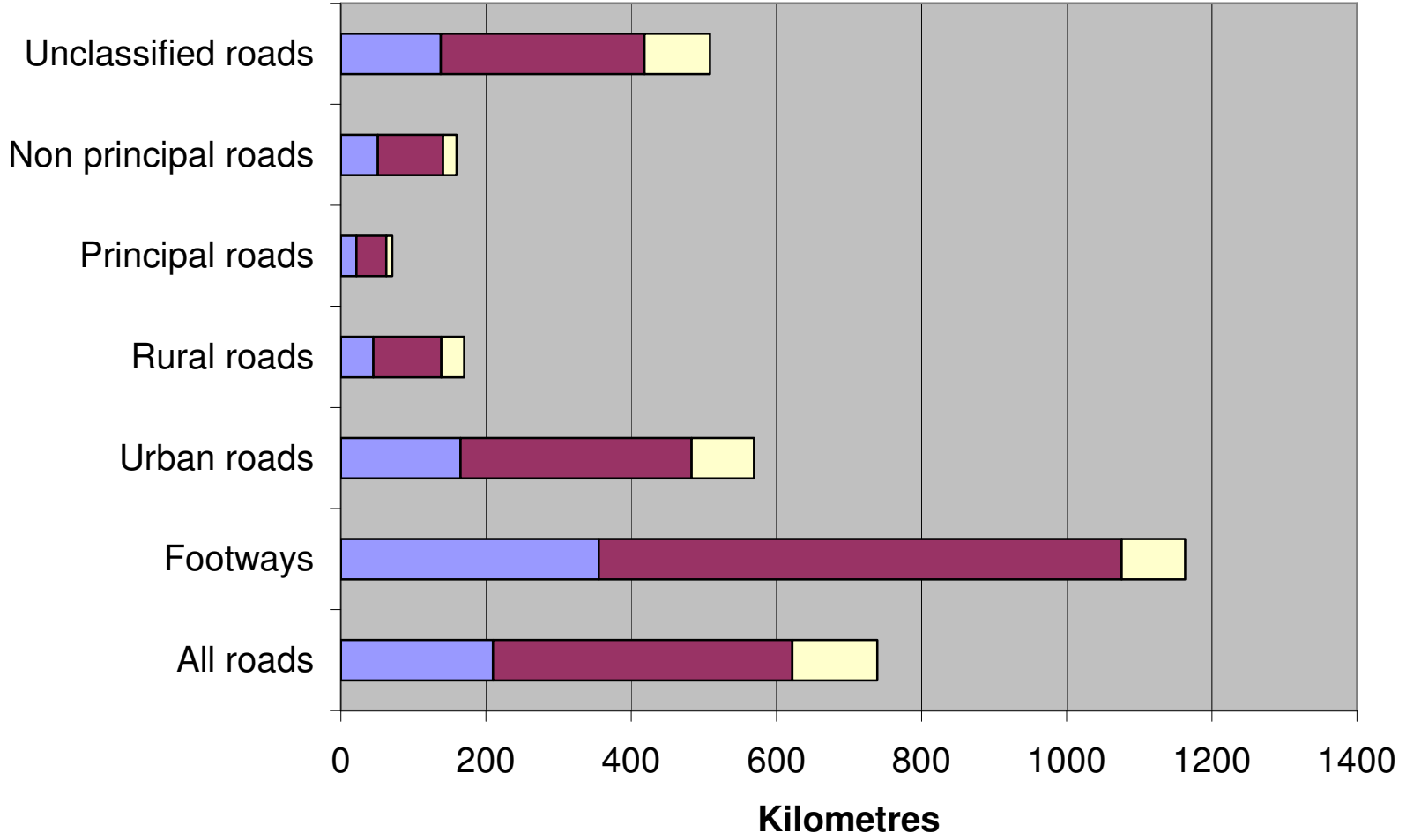
CITY OF YORK COUNCIL

Condition Assessment of the Highway

	% Grade 1 - Condition Good						% Grade 2 - Condition Average						% Grade 3 - Condition Poor					
	2002	2003	2004	2005	2006	2007	2002	2003	2004	2005	2006	2007	2002	2003	2004	2005	2006	2007
All roads	32	32	31	29	26	28	52	51	50	52	57	56	16	17	19	19	17	16
All footways	34	36	38	30	31	31	55	53	54	62	62	62	11	11	8	8	7	7
Urban roads	33	32	31	29	28	29	52	53	56	54	57	56	15	15	13	17	15	15
Rural roads	30	31	31	28	22	26	50	46	53	47	55	55	20	23	16	25	23	19
Principal roads	44	50	47	35	34	30	44	36	37	49	51	59	12	14	16	16	15	11
Non-principal roads	28	29	32	35	28	32	49	53	52	48	58	56	23	18	16	17	14	12
Unclassified roads	33	30	27	26	25	27	53	52	52	54	57	55	14	18	21	20	18	18

	% Grades 1 and 2 - Satisfactory						% Grade 3 - Condition Poor					
	2002	2003	2004	2005	2006	2007	2002	2003	2004	2005	2006	2007
All roads	84	83	81	81	83	84	16	17	19	19	17	16
All footways	89	89	92	92	93	93	11	11	8	8	7	7
Urban roads	85	85	87	83	84	85	15	15	13	17	15	15
Rural roads	80	77	84	75	77	81	20	23	16	25	23	19
Principal roads	88	86	84	84	85	89	12	14	16	16	15	11
Non-principal roads	77	82	84	83	85	88	23	18	16	17	14	12
Unclassified roads	86	82	79	80	82	82	14	18	21	20	18	18

Highway Condition Survey 2007



Results of the June 2007 Survey of Highway Surfaces

Road Type	Condition	Change 2006 – 2007	Long term Trend 5yrs	Comment
Principal roads	Good 30% Average 59% Poor 11%	↓ 4% ↕ 8% ☹ ↓ 4%	↓ 14% ↕ 15% ☹ ↓ 1%	The principal network continues to be in a stable condition, in spite of the fact we have transferred investment from here to other parts of the network which were in more need. The long term trend is still stable but showing signs of deteriorating. Principal road treatments are expensive consisting of strengthening and high quality materials to give extended life.
Non Principal classified roads	Good 32% Average 56% Poor 12%	↑ 4% ↓ 2% ☺ ↓ 2%	↑ 5% ↑ 6% ☺ ↓ 11%	Both short and long term trends show continued improvement. This is as a direct result of targeting investment through LTP funding. Treatments are similar to Principal roads and expensive.
Unclassified roads	Good 27% Average 55% Poor 18%	↑ 2% ↓ 2% ☹ → 0%	↓ 6% ↑ 2% ☹ ↑ 4%	The current condition of this part of the network continues to be stable, but more worrying the long term trend continues to show deterioration, which reflects the current level of investment. This trend could be influenced by more extensive use of low cost maintenance techniques such as surface dressing, heavy duty slurry sealing and thin surfacing overlays.
Urban roads	Good 29% Average 56% Poor 15%	↑ 1% ↓ 1% ☹ → 0%	↓ 4% ↑ 4% ☹ → 0%	Both annual and long term trends are showing deterioration which reflects the current level of investment. More investment of in the use of low cost maintenance techniques such as thin surfacings, heavy duty slurry sealing and surface dressing could reverse this trend.
Rural roads	Good 26% Average 55% Poor 19%	↑ 4% → 0% ☺ ↓ 4%	↓ 4% ↑ 5% ☹ ↓ 1%	The annual trend shows a marked improvement as a result of the increased level of investment put into this part of the network the previous year. The long term trend is starting to deteriorate due to insufficient investment. Treatments are relatively expensive due to the need for road edge re-construction. Economic designs give moderate lifespan.
All roads	Good 28% Average 56% Poor 16%	↑ 2% ↓ 1% ☺ ↓ 1%	↓ 4% ↑ 4% ☹ → 0%	Whilst the annual trend shows an improvement in this part of the network, the long term trend is at best stable, but worryingly the good condition roads are showing a significant deterioration, which reflects the fact most of our investment goes into footways rather than roads.
All footways	Good 31% Average 62% Poor 7%	→ 0% → 0% ☹ → 0%	↓ 3% ↑ 7% ☹ ↓ 4%	Both annual and long term trends are showing stable conditions which shows that investment is keeping pace with the need to carry out works. Treatments vary from thin veneers to re-construction works.
All back lanes	Good 13% Average 67% Poor 20%	↑ 2% ↓ 3% ☹ ↑ 1%	↓ 10% ↑ 11% ☹ ↓ 1%	The investment in back lanes is keeping the annual trend stable, but not enough to stop the long term trend of deterioration. Back lane treatments are expensive due to access problems and the need for total re-construction of the setts using bituminous macadam.

☹ = deteriorating

☺ = stable

☺ = improving

ANNEX 3

LTP Allocation 2008/09	£1,704,000
Clifton Bridge (replacement parapets)	£250,000
Street Lighting (heavy maintenance)	£80,000
Balance for Structural Maintenance	£1,374,000
Additional Detrunked allocation grant	£781,000
CYC Capital Programme	£1,000,000
CYC Revenue	£170,000

ANNEX 4**Detrunked Roads Advanced Programme 2008/09**

Allocation £781,000

	Road	Ward	Estimate
1.	A19 (south) (St Nicholas Ave/A64 for 850m)	Fulford/Wheldrake	£179,000
2	A1079 (York Road to café layby)	Derwent	£122,000
3	A1237 (Wigginton Road to Clifton Moor)	Skelton Rawcliffe & Clifton Without/Huntington & New Earswick	£232,000
4	A1237 (Wigginton Road to Haxby Road)	Huntington & New Earswick	£248,000
		Total	<u>£781,000</u>

ANNEX 5**LTP Principal Roads Advanced Programme 2008/09**

	Road	Ward	Estimate
1.	Bishopthorpe Road (part)	Micklegate	£76,500
2	Boroughbridge Road/Carr Lane	Holgate/Acomb	£50,000
3	Nunnery Lane	Micklegate	£98,000
		Total	<hr/> £224,500

LTP Non Principal Roads Advanced Programme 2008/09

	Road	Ward	Estimate
1.	Haxby Road (part)	Huntington/New Earswick	£98,000
2	Carr Lane (part)	Holgate/Acomb	£23,000
3	Huntington Road (part)	Clifton/Heworth	£79,000
4	Church Lane	Wheldrake	£83,000
5	Heslington Road (part)	Fishergate	£52,000
6	Osbalwick Lane	Hull Road	£36,000
7	Haxby Road (part)	Clifton	£57,000
8	Main Street	Wheldrake	£80,000
		Total	<hr/> £508,000

ANNEX 7

LTP Local Roads Advanced Programme 2008/09

	Road	Ward	Estimate
1.	Alcuin Avenue (part)	Hull Road	£29,000
2	Halifax Way	Wheldrake	£7,000
3	Bramham Avenue	Westfield	£36,000
4	Skeldergate	Micklegate	£100,000
5	Maple Avenue	Bishopthorpe	£34,000
6	Grantham Drive	Holgate	£67,000
7	Bootham Crescent (part)	Clifton	£7,500
8	Airfield Road	Bishopthorpe	£37,000
9	Church Street	Derwent	£42,000
10	Beech Avenue	Bishopthorpe	£30,000
		Total	<u>£389,500</u>

ANNEX 8

LTP Minor Urban Surfacing Advanced Programme 2008/09

	Carriageway	Ward	Estimate
1.	De Grey Place	Bishopthorpe	£3,000
2	Harcourt Close	Bishopthorpe	£2,500
3	Larch Way	Haxby & Wigginton	£6,900
4	Sixth Avenue (part)	Heworth	£3,000
5	Whitby Avenue	Heworth Without	£18,300
6	Whitby Drive	Heworth Without	£8,000
7	Caedmon Close	Heworth Without	£3,000
8	Stillingfleet Road	Wheldrake	£32,300
		Total	<hr/> £77,000

	Footways	Ward	Estimate
1.	Howe Hill Close	Holgate	£59,000
2	Baile Hill Terrace	Micklegate	£22,000
3	Wood Street	Heworth	£27,400
4	Wetherby Road	Rural York West	£3,000
5	Heworth Village	Heworth	£23,300
6	Lady Road	Clifton	£4,200
7	Copmanthorpe PROW No 2	Rural York West	£36,100
		Total	<hr/> £175,000

ANNEX 9

CITY OF YORK COUNCIL ADVANCED FOOTWAY CAPITAL PROGRAMME 2008/9

Allocation £1,000,000

	Road	Ward	Estimate
1.	Queen Annes Road (part)	Clifton	£7,900
2	Harold Court	Westfield	£1,150
3	Bracken Road	Dringhouses and Woodthorpe	£2,300
4	Moorlea Avenue	Dringhouses and Woodthorpe	£1,150
5	Eastfield Court	Hull Road	£3,450
6	Willow Croft	Upper Poppleton	£3,450
7	Derwent Park	Wheldrake	£5,750
8	Carter Avenue	Heworth	£4,600
9	Melander Close	Acomb	£2,300
10	Turnberry Drive	Acomb	£6,900
11	Greenborough Avenue	Acomb	£2,300
12	Prestwick Court	Acomb	£1,150
13	Birkdale Grove	Acomb	£2,300
14	Lochrin Place	Acomb	£2,300
15	Carnoustie Place	Acomb	£1,150
16	Muirfield Way	Acomb	£1,150
17	Farrar Street	Fishergate	£4,600
18	Bridge Street	Bishopthorpe	£5,750
19	Haxby Road (part)	Clifton	£9,200
20	Lister Way	Clifton	£3,450
21	Hudson Crescent	Clifton	£2,300
22	Kirklands	Strensall	£8,050
23	Highlands Avenue	Strensall	£3,450
24	Oaklands	Strensall	£2,300
25	Hallard Way	Strensall	£1,150
26	Ash Walk	Strensall	£1,150
27	The Croft	Strensall	£1,150
28	Pasture Farm Close	Fulford	£2,300
29	Whin Close	Dringhouses and Woodthorpe	£1,150
30	Whin Garth	Dringhouses and Woodthorpe	£1,150
31	Heworth Village	Heworth	£6,900
32	School Lane	Copmanthorpe	£4,600
33	Ebor Way	Nether Poppleton	£4,600
34	Longridge Lane	Nether Poppleton	£10,350
35	Wains Road (part)	Dringhouses & Woodthorpe	£180,000
36	Jute Road	Acomb	£160,000
37	Cranbrook Road	Acomb	£97,000
38	Rowntree Avenue	Clifton	£107,000
39	Dane Avenue	Acomb	£53,000
40	New Lane (part)	Holgate	£33,000
41	Burton Stone Lane (part)	Clifton	£13,000
42	Haxby Road (part)	Clifton	£18,500
43	Yearsley Crescent	Clifton	£45,500
44	Leeman Road (part)	Guildhall	£4,000

45	Clarence Street (part)	Guildhall	£9,500
46	Eastern Terrace	Heworth	£24,500
47	Malton Avenue	Heworth	£34,600
		Total	<hr/> £902,500

ANNEX 10

CITY OF YORK COUNCIL ADVANCED DRAINAGE CAPITAL PROGRAMME 2008/9

	Road	Ward	Estimate
1.	Flaxton Road	Strensall	£35,000
2.	Main Street	Askham Bryan	£20,000
3.	Various Issues	Various	£42,500
		Total	<hr/> £97,500

ANNEX 11

CITY OF YORK COUNCIL ADVANCED SURFACE DRESSING REVENUE
PROGRAMME 2008/9

Allocation £120,000

	Road	Ward	Estimate
1.	Prepatching	Various	£50,000
2	Wheldrake Lane (part)	Wheldrake/Cockey Hill	£20,100
3	Wheldrake Lane (part)	Wheldrake/Cockey Hill	£17,100
4	Darling Lane	Bishopthorpe/Acaster Malbis	£5,800
5	Mill Lane	RYW/Rufforth	£20,700
6	Common Croft Lane	RYW/Nether Poppleton	£6,300
			£120,000

ANNEX 12

CITY OF YORK COUNCIL ADVANCED FOOTWAY SLURRY SEALING REVENUE PROGRAMME 2008/9

Allocation £50,000

	Road	Ward	Estimate
1.	Heslington Lane Service Road	Fulford	£2,700
2	Heath Moor Drive	Fulford	£7,900
3	Heather Croft	Fulford	£3,000
4	Low Moor Avenue	Fulford	£4,000
5	Tilmore Close	Fulford	£3,400
6	Mattison Way	Holgate	£5,600
7	Eastlands Avenue	Holgate	£2,500
8	Stones Close	Holgate	£1,700
9	Allanson Grove	Holgate	£2,200
10	Elvington Park	Wheldrake	£9,000
11	St James Mount	Micklegate	£1,000
12	Burton Green	Clifton	£5,000
13	Otterwood Lane	Westfield	£2,000
		Total	£50,000