



The 'Better Decision Making' tool has been designed to help you consider the impact of your proposal on the health and wellbeing of communities, the environment, and local economy. It draws upon the priorities set out in our Council Plan and will help us to provide inclusive and discrimination-free services by considering the equalities and human rights implications of the decisions we make. The purpose of this tool is to avoid decisions being made in isolation, and to encourage evidence-based decision making that carefully balances social, economic and environmental factors, helping us to become a more responsive and resilient organisation.

The Better Decision Making tool should be used when proposing new projects, services, policies or strategies, or significant amendments to them. The tool should be completed at the earliest opportunity, ideally when you are just beginning to develop a proposal. However, it can be completed at any stage of the decision-making process. If the tool is completed just prior to the Executive, it can still help to guide future courses of action as the proposal is implemented.

The Better Decision Making tool must be attached as an annex to Executive reports. A brief summary of your findings should be reported in the One Planet Council / Equalities section of the report itself.

Guidance to help you complete the assessment can be obtained by hovering over the relevant question.

Please complete all fields. If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'.

Introduction

Service submitting the proposal:	Regeneration
Name of person completing the assessment:	Ben Murphy
Job title:	Commercial Project Officer
Directorate:	Economy & Place
Date Completed:	1.8.2019
Date Approved (form to be checked by head of service):	9.8.2019

Section 1: What is the proposal?

1.1	Name of the service, project, programme, policy or strategy being assessed? My City Centre Project
1.2	What are the main aims of the proposal? The main aim of the project is to 'engage the public and stakeholders to develop a long term social, environmental and economic strategic vision for a sustainable future for York City Centre' The vision will be used to guide and shape future investment, regeneration and development agendas in the City Centre area
1.3	What are the key outcomes? The principal project outcome will be for the city to have a long-term shared strategic vision in place that has been fully developed through public and stakeholder engagement. This vision will help to ensure the economic, social and environmental performance of the City Centre is maintained and improved through: <ul style="list-style-type: none"> • Responding to the current challenges facing the high street and being prepared to respond to future and emerging trends • Making informed and targeted investment decisions to maintain a successful city centre • Being best placed to access regional and central government funding by having an approved, community owned strategy and vision • Ensuring the city centre meets the needs of both residents and visitors • Creating a supportive environment for local businesses to thrive • Maintaining and enhancing York's reputation and role as a driver of regional growth • Encouraging inward investment and lending confidence to existing investors and occupiers • Maintaining a robust historic city centre that thrives and compliments York Central

Section 2: Evidence

What data / evidence is available to support the proposal and understand its likely impact? (e.g. hate crime figures, obesity levels, recycling statistics)

2.1	Footfall and retail unit vacancy are monitored by the Council as indicators of health of the City Centre. Data is made available at York Open Data, and reveals a general downward trajectory in footfall (particularly on the principle shopping street Coney Street) and slight upward trend in vacancy. The Council also monitors change of use from retail, and analysis reveals a sharp increase of conversion to alternative uses over the past 6 years, with over half of this being conversion to bar/ restaurant use. The project also proposes the establishment of its own baseline data to allow consideration of a wider range of issues, this will be tailored to respond to initial consultation outcomes, and will be used as part of the means of measuring benefits realisation.
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What public / stakeholder consultation has been undertaken and what were the findings?	
2.2	<p>To date, some initial targeted stakeholder engagement took place in Spring 2019. This was largely aligned with bid preparation for the Future High Streets Fund, and began to explore the challenges that the city centre faces. This will be used to start to form the narrative for the next stage of engagement.</p> <p>The primary purpose of the My City Centre Project is to undertake public consultation on the complex and dynamic issues affecting the City Centre, and peoples perceptions of these.</p> <p>The engagement approach will have two main strands:</p> <p>Firstly, a Stakeholder Group will be established involving key stakeholders (ref PID) to help shape and sense check the vision throughout the process.</p> <p>Secondly, the public engagement will take the form of an open conversation with residents, communities, businesses, visitors and stakeholders. This will be achieved by applying the following principles, honed through previous My Castle Gateway and My York Central consultation:</p> <ol style="list-style-type: none"> 1 Build a brief: Use a variety of engagement tools to gain an understanding of a diverse range of people’s needs and ideas. Make these ideas and differing perspectives visible. 2 Explore Challenges: Cultivate an open, grown-up public debate about complex issues. Share and explain challenges, decisions and compromises throughout. 3 Make change together: Builds ongoing networks to retain involvement, as well as long term community influence in decision-making, design and delivery.

Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)	
2.3	An analysis of wider strategies, policies and projects has been undertaken as part of the Initiation stage of this project, to identify both those which will influence My City Centre, and those that the project exerts an influence over. A summary of this analysis is provided as an annex to the report. The key synergies and interactions were identified in respect of other regeneration projects in the urban area, the ongoing City Accessibility work and strategic economic, transport and local plans.



Section 3: Impact on One Planet principles

This section relates to the impact of your proposal on the ten One Planet principles.

For 'Impact', please select from the options in the drop-down menu.
If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'.

Equity and Local Economy

Does your proposal?	Impact	What are the impacts and how do you know?
3.1 Impact positively on the business community in York?	Positive	The vision is aimed at providing a framework for improving the resilience and economic health of the City Centre, guiding future investment and funding, and benefiting occupiers financially. The project should also bring individuals together, forming networks and communities of association.
3.2 Provide additional employment or training opportunities in the city?	Positive	The improved financial resilience of City Centre occupiers will allow them to maintain and expand employment. Improving the performance of the City as a whole should reduce property vacancies, leading to additional employment. The specific needs of workers, particularly in the lower paid hospitality and retail industries may be considered in detail as part of the consultation.
3.3 Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?	Positive	The project is intended to have a beneficial impact across the board for residents, visitors and occupiers. The targeting of activity in the more accessible City Centre and which deals with the lower paid retail and hospitality trades should allow more benefits proportionally to be conferred on those from disadvantaged backgrounds.

Health & Happiness

Does your proposal?	Impact	What are the impacts and how do you know?
3.4 Improve the physical health or emotional wellbeing of residents or staff?	Neutral	The vision may lead to economic and environmental improvements, which benefit users of the City Centre in terms of physical health or emotional wellbeing, though given the early stage and broad scope of the project the impact has been scored as neutral at this stage.
3.5 Help reduce health inequalities?	Positive	The project's City Centre focus and scope may allow more benefits proportionally to be conferred on disadvantaged groups as described at 3.3, reducing health inequalities.
3.6 Encourage residents to be more responsible for their own health?	Neutral	The vision has a relationship, as flagged in report annexes, to wider strategies including potentially health strategies and facility provision. This may assist with the objective but given the early stage of the project and its early stage the impact is scored as neutral at this stage.
3.7 Reduce crime or fear of crime?	Positive	Crime levels have proven relationships with economic health and natural surveillance/ vibrancy. The project may lead to improvements in these respects which reduce crime or fear of crime.
3.8 Help to give children and young people a good start in life?	Neutral	The vision will establish and facilitate what it is that the residents of York wish the City Centre to do and be. This is likely to be an environment that provides for the needs and wants of children and young people, helping to ensure a good start in life. The vision will also assist in the economic vitality of the City, with benefits to residents and families, and there are potential synergies between the vision and education strategies as flagged in the report annexes. Given the early stage of project and its broad scope though, the impact is scored as neutral at this stage.

Culture & Community

Does your proposal?	Impact	What are the impacts and how do you know?
3.9 Help bring communities together?	Positive	The process of undertaking the project (and associated consultation) will in itself bring communities together in a physical and ideological sense. The outcomes of the project will include a shared community vision, and a City Centre which better meets the needs of communities and residents, further helping to bring communities together
3.10 Improve access to services for residents, especially those most in need?	Positive	York City Centre is the primary service centre for residents of the district and adjacent catchments, hosting a wide range of public and private service providers. Measures designed to facilitate the strength and robustness of the centre will, albeit indirectly, benefit service users by helping to maintain the range and accessibility of these services. Relationships with health, education and social care strategies will be considered during the visioning.
3.11 Improve the cultural offerings of York?	Positive	The vision targets facilitation of improvements to the strength vitality and robustness of the City Centre, which hosts many cultural facilities that will benefit from this facilitation. The built fabric of City Centre is itself intrinsically a cultural asset - the vision also seeks to facilitate environmental improvements to the Centre. It is proposed that figureheads from cultural organisations and networks sit on the project stakeholder group to help guide the vision and optimise outcomes.
3.12 Encourage residents to be more socially responsible?	Neutral	Improvements to quality of place and economic strength and resilience, which the vision seeks to facilitate, may lead to greater social responsibility (as may the process of engagement and consultation itself), though given the broad focus and early stage of the project, the impact is scored as neutral at this stage.

Zero Carbon and Sustainable Water

Does your proposal?	Impact	What are the impacts and how do you know?
3.13 Minimise the amount of energy we use and / or reduce the amount of energy we pay for? E.g. through the use of low or zero carbon sources of energy?	Positive	Transport accounts for 40% of energy usage in the UK. The vision will inevitably consider City Centre transport, servicing and accessibility matters, and have relationships with wider related strategies. Sustainable transport is at the heart of what the Council does, prioritising pedestrian, cycle, public transport and disabled access infrastructure which aim to minimise vehicle emissions. Consideration will also be given to sustainable methods of servicing and deliveries to the city centre to reduce emissions. Making more effective and intensive usage of the City Centre (also a vision objective), may result in energy saving through investment in buildings, co-location and improved sustainable travel patterns. The vision may also consider matters around climate resilience and energy generation.
3.14 Minimise the amount of water we use and/or reduce the amount of water we pay for?	Neutral	The vision is not considered to have strategic impacts in this respect.

Zero Waste

Does your proposal?	Impact	What are the impacts and how do you know?
3.15 Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?	Positive	The vision will seek to make more effective and intensive use of the brownfield City Centre, its existing buildings and spaces. This should offer comparative advantage in terms of waste generation, over alternative construction and development approaches, typically involving more new-build and greenfield approaches.

Sustainable Transport

Does your proposal?	Impact	What are the impacts and how do you know?
3.16 Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?	Positive	As noted in previous responses, the vision will be closely aligned with, and contribute to, City Centre accessibility and transport matters, and will likely promote sustainable transport measures.
3.17 Help improve the quality of the air we breathe?	Positive	Air Quality is a major issue in the City Centre. As noted in previous responses, the vision will be closely aligned with, and contribute to, City Centre accessibility and transport matters, and will likely promote sustainable transport measures. Air Quality impacts will likely form a key consideration within the consultation approach and vision outputs.

Sustainable Materials

Does your proposal?	Impact	What are the impacts and how do you know?
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3.18	Minimise the environmental impact of the goods and services used?	Positive	The vision will seek to make more effective and intensive use of the brownfield City Centre, its existing buildings and spaces. This should make better use of existing resources than alternative (new build and greenfield) development approaches, reducing environmental impacts. The approach will also seek to consolidate services in a central location which is well served by sustainable transport modes, making the way in which services are provided and accessed less impactful. The vision will deal with matters relating to retailing - a cornerstone of the consumer society, which generates significant environmental impacts. This will need to be considered carefully, the vision may seek to diversify uses and services provided in the City Centre though, and is unlikely at the scale at which it operates, to impact underlying consumer behaviours.
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Local and Sustainable Food

Does your proposal?		Impact	What are the impacts and how do you know?
3.19	Maximise opportunities to support local and sustainable food initiatives?	Neutral	The vision is not considered likely to have a strategic impact in this respect. Small scale initiatives such as Edible York may be considered in the vision, as well as 'final mile' scale servicing. Given the broad scope and early stage of the project, the impact is scored as neutral at this stage.

Land Use and Wildlife

Does your proposal?		Impact	What are the impacts and how do you know?
3.20	Maximise opportunities to conserve or enhance the natural environment?	Neutral	The project is envisaged to deal with the urbanised City Centre, with little direct impact on the natural environment. That said, the centre is a hub for the consumption of goods and services which have a broader impact in terms of how they are generated and provided. Given the broad scope and early stage of the project, the impact is scored as neutral at this stage
3.21	Improve the quality of the built environment?	Positive	The project seeks to facilitate improvements to the physical fabric and economic resilience of the City Centre (this latter likely to lead to investment and environmental improvements). The vision also seeks to understand and mitigate the impacts of the increasing and changing usage of the City, and the servicing of this.
3.22	Preserve the character and setting of the historic city of York?	Positive	York City Centre contains the majority of the districts listed buildings, its Central Historic Core Conservation Area and many monuments and features of archaeological interest. The project seeks to facilitate improvements to the physical fabric and economic resilience of the City Centre (this latter likely to lead to investment and environmental improvements). The vision also seeks to understand and mitigate the impacts of the increasing and changing usage of the City, and the servicing of this.
3.23	Enable residents to enjoy public spaces?	Positive	The use and appearance of the City Centre's many formal and incidental public spaces is a key consideration of the vision, and understanding the views and needs of residents will be a key component of the consultation approach.

3.40	Additional space to comment on the impacts		



Section 4: Impact on Equalities and Human Rights

Please summarise any potential positive and negative impacts that may arise from your proposal on staff or residents. This section relates to the impact of your proposal on **advancing equalities and human rights** and should build on the impacts you identified in the previous section.

For 'Impact', please select from the options in the drop-down menu.
If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'

Equalities

Will the proposal **adversely impact** upon 'communities of identity'?
Will it **help advance equality** or **foster good relations** between people in 'communities of identity'?

	Impact	What are the impacts and how do you know?
4.1	Age	Positive The accessibility of the City Centre to the elderly, and the service needs of both elderly and young cohorts will be considered in detail as part of the vision. Consultation will be scoped to be representative of these groups and stakeholders involved in the process. Links to, and synergies with the Age Friendly York initiative will be drawn.
4.2	Disability	Positive The accessibility of the City Centre to the physically disabled, and their service needs will be considered in detail as part of the vision, particularly the mitigation of the impact on disabled users of counter-terrorism measures in the city centre. Consultation will be scoped to be representative of this group and stakeholders involved in the process.
4.3	Gender	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.4	Gender Reassignment	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.5	Marriage and civil partnership	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.6	Pregnancy and maternity	Positive The accessibility of the City Centre and the service needs of these communities of identity will be considered in detail as part of the vision. Consultation will be scoped to be representative of these groups and stakeholders involved in the process.
4.7	Race	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.8	Religion or belief	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.9	Sexual orientation	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.10	Carer	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.
4.11	Lowest income groups	Positive The increased economic strength and resilience of the City Centre, which employs a significant population, is a key outcome which the vision seeks to facilitate. As well as the general and 'trickle-down' impacts of this increased strength and resilience benefiting lowest income groups, the hospitality and retail industries which make up a high proportion of employment in the City Centre, and tend to be lower paid industries, will be particular beneficiaries of this growth and resilience, conferring financial benefits more directly on those lowest income groups. Facilitation of the particular needs of employees of these industries may also be considered as part of the vision.
4.12	Veterans, Armed forces community	Neutral The vision, its production process and outcomes are not considered to discriminate positively or negatively on this community of identity or its members. Consultation will be scoped to be representative of this community of identity, and stakeholders involved in the process.

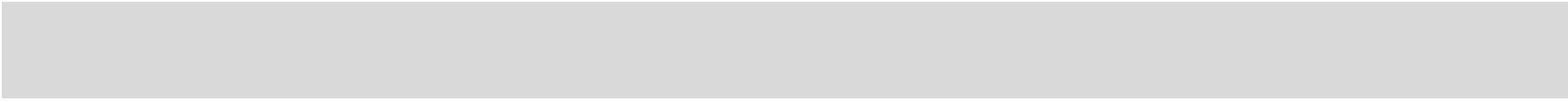
Human Rights

Consider how a human rights approach is evident in the proposal

	Impact	What are the impacts and how do you know?
4.13	Right to education	Neutral The vision, its production process and outcomes are not considered to impact positively or negatively on this right.
4.14	Right not to be subjected to torture, degrading treatment or punishment	Neutral The vision, its production process and outcomes are not considered to impact positively or negatively on this right.
4.15	Right to a fair and public hearing	Neutral The vision, its production process and outcomes are not considered to impact positively or negatively on this right.
4.16	Right to respect for private and family life, home and correspondence	Neutral The vision, its production process and outcomes are not considered to impact positively or negatively on this right.
4.17	Freedom of expression	Positive The consultation process will allow communities and stakeholders to express their views on an important civic agenda. The realisation of their views through subsequent vision outputs will help to disseminate the benefits and efficacy of freedom of expression.
4.18	Right not to be subject to discrimination	Positive The consultation process will allow all communities and stakeholders to express their views on an important civic agenda, free from discrimination.

4.19	Other Rights	Neutral	The vision, its production process and outcomes are not considered to impact positively or negatively on any other rights.
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4.20	Additional space to comment on the impacts		



Section 5: Planning for Improvement

5.1	What have you changed in order to improve the impact of the proposal on the One Planet principles? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	As a built environment agenda delivered by the Council's regeneration team, sustainability and one planet principles are embedded in the purpose, approach and outputs of the project from the outset.

5.2	What have you changed in order to improve the impact of the proposal on equalities and human rights? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	Detailed consideration of all identified individual communities of interest will be useful when scoping and undertaking the detailed consultation approach as part of the project.

5.3	Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits? e.g. consultation with specific vulnerable groups, additional data)
	Baselining, monitoring and benefits realisation are considered in detail within the PID document annexed to the executive report

5.4	Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal? (Expand / insert more rows if needed)
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Action	Person(s)	Due date
Ensure that consultation scoping captures as appropriate all communities of identity		
Ensure that the impacts of proposals on transport energy consumption are robustly considered.		

In the One Planet / Equalities section of your Executive report, please briefly summarise the changes you have made (or intend to make) in order to improve the social, economic and environmental impact of your proposal.