



Notice of meeting of

Executive Members for City Strategy and Advisory Panel

To: Councillors Steve Galloway (Executive Member), Reid (Executive Member), Vassie (Chair), Simpson-Laing (Vice-Chair), D'Agorne, Holvey, Hyman and Merrett

Date: Monday, 26 March 2007

Time: 6.00 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 23 March 2007, if an item is called in *before* a decision is taken, *or*

4:00 pm on Wednesday 28 March 2007, 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 1 - 14)

To approve and sign the minutes of the meeting of the Executive Members for City Strategy and Advisory Panel held on 15 January 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 23 March 2006 at 5pm.

BUSINESS FOR THE EXECUTIVE LEADER

ITEMS FOR DECISION

4. Chief Executive's 2007/08 Service Plans (Pages 15 - 62)

This report presents the 2007/08 Service Plans for the Chief Executive's directorate for Member approval.

5. Directorate of City Strategy Service Plans 2007/08 Stage 2 (Pages 63 - 92)

This report seeks Executive Member approval for 2007/08 Stage 2 Service Plans for Economic Development and the Strategic Partnership Team.

6. Target Hardening Budget Allocation (Pages 93 - 100)

This report sets out a recommended framework for the prioritisation and allocation of the Target Hardening budget and seeks approval of this framework as the delivery mechanism.

BUSINESS FOR THE EXECUTIVE MEMBER FOR CITY STRATEGY

ITEMS FOR DECISION

7. Woodsmill Quay Petition (Pages 101 - 112)

This report advises Members of the receipt of a petition that requests the inclusion of Woodsmill Quay, off Skeldergate, in a residents parking scheme.

8. Second Petition from Residents of Heslington, Badger Hill and Fulford on Studentification (Pages 113 - 138)

This report informs Members of a second petition submitted to the Council regarding the concern of residents at the conversion of domestic dwellings to student accommodation.

9. Petition From Parents, Governors and Staff at Tang Hall Primary School Requesting the Resurfacing of the Pavement Outside the School on Sixth Avenue (Pages 139 - 150)

This report advises Members of the receipt of a petition from parents, governors and staff at Tang Hall Primary School requesting the resurfacing of the pavement outside the school on Sixth Avenue and seeks approval of a recommendation to include this section of footway in the 2007/2008 Resurfacing and Reconstruction programme.

10. Leaflet Petition From Residents Who Live in the Plantation Drive Area and Use the Shops and Post Box in the Area of the Shops in Plantation Drive/Boroughbridge Road (Pages 151 - 158)

This report advises Members of the receipt of a petition requesting that the area around the shops on Plantation Drive and Boroughbridge Road be tidied up, including repairs to the footway surfaces and dealing with issues relating to litter.

11. Policy for Dealing with Access and Parking Issues in Narrow Streets (Pages 159 - 170)

This report reviews access and parking issues in narrow streets across the city and proposes a coherent policy to deal with them.

12. Pavement Cafe Licences (Pages 171 - 182)

This report brings to Members' attention permissions which are being sought by two organisations to operate pavement cafés for extended periods of time and proposes in response a revised

Policy against which these and all future applications for licences should be judged.

13. Public Rights of Way - Review of Alleygating Policy, Procedure and Practice Document, Amended to Incorporate New Legislation (Pages 183 - 210)

This report informs Members of the need to review the content of the existing Alleygating Policy, Procedure & Practice Document, which was last revised in March 2004, and presents a new Document for adoption.

14. Public Rights of Way - Proposal to Restrict Public Pedestrian Rights Along Wray's Avenue, Huntington Road (Pages 211 - 230)

This report presents a proposal to restrict public pedestrian rights along Wray's Avenue, Huntington Road, using new legislation under Section 129A of the Highways Act 1980, as amended by the Clean Neighbourhoods and Environment Act 2005.

15. Public Right of Way - Proposed Diversion of Public Footpath, Haxby No.3 (pt) (Pages 231 - 240)

This report seeks authorisation to make an Order to divert a section of Public Footpath, Haxby No.3.

16. Proposed 2007/08 City Strategy Capital Programme (Pages 241 - 268)

This report sets out the details of the proposed City Strategy Capital Programme for 2007/08, and asks the Executive Member for City Strategy to approve the proposed programme.

17. Road Safety Grant Delivery 2007/08 (Pages 269 - 282)

This report seeks approval of a proposal for spending additional road safety funding in the financial year 2007/08.

18. Annual Highway Maintenance Report (Pages 283 - 320)

This report provides a brief review of service performance in highway maintenance over the last year, examines issues arising and proposes programmes of work to be undertaken in the financial year 2007/08.

19. Directorate of City Strategy Service Plans 2007/08 Stage 2
(Pages 321 - 372)

This report seeks Executive Member approval for 2007/08 Stage 2 Service Plans for City Development and Transport, Planning and Sustainability and Resource and Business Management.

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

Democracy Officer

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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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City of York Council

Minutes

MEETING	EXECUTIVE MEMBERS FOR CITY STRATEGY AND ADVISORY PANEL
DATE	15 JANUARY 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (EXECUTIVE MEMBER), REID (EXECUTIVE MEMBER), VASSIE (CHAIR), SIMPSON-LAING (VICE-CHAIR), D'AGORNE, HYMAN AND MERRETT
APOLOGIES	COUNCILLOR HOLVEY

78. Declarations of Interest

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

Cllr Simpson-Laing declared a personal and prejudicial interest in Agenda Item 5 [Financial Support to Voluntary Organisations (Chief Executives/City Strategy) 2007/2008] as an employee of Relate, and left the room and took no part in the discussion or the decision thereon.

79. Exclusion of Press and Public

RESOLVED: That the Press & Public be excluded from the meeting during consideration of Annex C to Agenda Item 14 (Petition from local residents and businesses requesting the pedestrianisation of Fossgate) on the grounds that it contained information relating to the financial or business affairs of the authority. The information was classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government (Access to Information)(Variation) Order 2006

80. Minutes

RESOLVED: That the minutes of the meeting held on 11 December 2006 be approved and signed by the Chair and Executive Members as a correct record, subject to the following amendments:

- (i) Minute 52 – *“And in the business generally as a Member of YorkEngland.com”* be deleted from the declared personal non-prejudicial interests of Cllr Merrett and added as a declared personal non-prejudicial interest for Cllr Hyman.
- (ii) Minute 57 be amended to read :
RESOLVED: That the Advice of the *Advisory Panel* be accepted and endorsed.

81. Public Participation

It was reported that there had been the following registrations to speak at the meeting under the Council's Public Participation Scheme.

Tom Hughes registered to speak regarding Agenda Item 3, the minutes of the meeting of 11 December 2006. He stated that as his colleague Mr Warters had been denied the right to speak he would now reserve his comments for a later date.

Chris Hailey-Norris spoke regarding Agenda Item 5, Financial Support for Voluntary Organisations (Chief Executives/City Strategy) 2007/2008 as the Director of York Citizens Advice Bureau and as a member of York Compact Steering Group. He gave his thanks to the Council for their funding support but stated that in considering three year Service Level Agreements inflation would need to be considered as other costs including rents continue to increase. CAB now received the same level of funding as ten years ago, and reductions in staffing levels had had to be made which would in turn lead to a reduction in the services offered.

As a member of the Compact Group he reiterated the importance of awarding inflation to sustain voluntary sector services and also noted and welcomed the emphasis in the Local Area Agreement on joint working between public bodies and the voluntary and community sector.

Kate Tayler spoke for York CVS. She stated that York CVS provided the main infrastructure support for other voluntary organisations, and that funding was needed to support this. In particular an increase in funding was needed to support the work required to promote volunteering which would benefit both the voluntary and statutory sector, and help to meet the objectives of the Local Area Agreement.

Mr Dewhurst spoke regarding Agenda Item 12, Badger Hill Action Group Petition : Over development of family homes to student lets. He stated that he was a self-appointed spokesperson for the Badger Hill action Group, and that the petition had been signed by the majority of residents. He accepted that the problem of student housing was not unique to Badger Hill, but requested that a joint strategy between the City of York Council, the University, the Student Union and landlord representatives be developed to prevent the creation of student ghettos and to develop minimum standards and room sizes for students.

Cllr Looker spoke at the discretion of the Chair regarding Agenda Item 14, Petition from local residents and businesses requesting the pedestrianisation of Fossgate, as Ward Councillor. She stated that she was comfortable with the proposals, and that she saw the pedestrianisation of Fossgate happening in the same way as High Petergate, with pedestrian hours in line with other areas of the city centre. A letter from the Company of the Merchant Adventurers of the City of York was distributed to Members for their information. This gave general support for the pedestrianisation of Fossgate in line with the hours in other areas of the city, but voiced their concerns if it were to be closed until 10 or 11pm at night, due to problems with deliveries, disabled access, etc.

82. Financial Support to Voluntary Organisations (Chief Executive's/City Strategy) 2007/2008

Members considered a report which advised them of the applications received for financial support of £5000 or over from the Chief Executives voluntary sector funding budget for 2007/2008. The Executive Leader was requested to consider officer recommendations to put in place a number of funding agreements, including three year agreements, for amounts up to £50,000, and to forward a recommendation to the Executive for an award of over £50,000. The report also considered the need for a review of future options for making most effective use of the Chief Executive's voluntary sector funding in the face of continuing budget pressures and commitments in the Local Area Agreement.

The report presented the following options in relation to the applications for funding received:

A. Maintain existing awards as far as possible by 'sharing out' or 'spreading the cost' of the shortfall across all existing awards.

B: Share out the available budget between all those applications which meet the funding criteria, including new applications.

C: Make limited savings according to the relative priority of services in relation to the Chief Executive's budget criteria and taking into account the financial circumstances of individual organisations.

Officers updated that there was a shortfall in the budget available in relation to the requests for funding received.

Cllr Merrett stated that the Labour Group would reserve their position for Budget Council.

He expressed his concerns regarding the fact that there was no increase in funding in line with inflation.

Cllr Merrett moved an amendment to one of the recommendations of the report, that paragraph 48 be amended to read:

It is also recommended that officers review the options for making the most effective use of the Chief Executives funding budget, *and whether any increases in it are required*, during the coming year, bearing in mind the commitments contained in the LAA, and as discussed in paragraphs 17 to 23 above, and that proposals be brought back to Members in due course.

This was seconded by Cllr D'Agorne. This motion was put to the vote and the motion was lost.

Advice of the Advisory Panel

That the Executive Leader be advised to approve:

- (i) To put in place four new 3 year funding agreements from 2007/8 to 2010/11 at a cost of £218,042; referring the decision in respect of the proposed award to York CAB to the Executive for approval as this is over £50,000;

(ii) To put in place 3 new annual funding agreements at a cost of £31,994;

(iii) To set aside the remainder of the budget for awards of less than £5,000 and DRR awards (without accompanying grant applications) to be delegated to the Chief Officer;

(iv) To make awards subject to the receipt of satisfactory accounts and reports, where necessary, as set out in paragraph 45 of the report;

Subject to the outcome of Budget council.

(v) That the existing arrangements for staging payments to Voluntary and Community Organisations (VCO's) be retained;

(vi) That Officers review the options for making the most effective use of the Chief Executives funding budget during the coming year, bearing in mind the commitments contained in the Local Area Agreement, and as discussed in paragraphs 17 to 23 of the report, and that the proposals be brought back to Members in due course.

Decision of the Executive Leader

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

REASON: (i) So that the Council can enter into Service Level Agreements with the organisations funded for the provision of a range of services for the residents of York;

(ii) To notify VCO's promptly regarding the timing and frequency of payments;

(iii) So that the most effective use can be made of the Chief Executives budget in the future.

83. Automatic Teller Machine Defensible Space

Members considered a report which sought approval for defensible space markings at Automatic Teller Machines.

The report presented the following options:

A. Agree a policy of only allowing defensible space markings, at the applicant's expense, if the application is supported by the police because of ongoing crime in the area that is related to the ATM;

B. As A, but only if the ATM is outside a conservation area;

- C. As B, but each application to be considered at an Officer in Consultation meeting;
- D. Do not approve use of such markings in the York area unless they become part of the Traffic Signs Regulations and General Directions and there is good cause to place them on the highway.

Officers updated that a letter had been received from a representative of NatWest Bank and photos were distributed for Members information showing Defensible Space Markings at their branch in Barkingside London.

Members were also updated regarding the ongoing maintenance issues that would be involved, and also the views of the police which were that the problems in York relate more to cloning of cards rather than stolen cards, and that they would support CCTV being installed rather than defensible space markings.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to approve Option D (Do not approve use of such markings in the York area unless they become part of the Traffic Signs Regulations and General Directions and there is good cause to place them on the highway).

Decision of the Executive Member for City Strategy

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

REASON: Because of the visual impact on the city street scene due to the proliferation of signs and lines and ongoing maintenance issues.

84. Strategic Approach to Highway Maintenance Programme for 2007/08

Members considered a report which examined the most appropriate strategic approach to enable the programme of maintenance schemes to be prepared. The programme for 2007/08 is currently being prepared in line with procedures approved in the past but there is an opportunity to reflect the needs of other parts of the highway network asset, other than footway and carriageway surfaces, such as drainage, signs, road markings etc. The inclusion of schemes, to improve assets of this nature, could be incorporated in the full programme of work for 2007/08 and presented to Members in the Annual Highway Maintenance report, should the recommendation be approved.

The report presented two options:

- (1) To retain the existing approach to scheme identification focussing almost entirely on surfaces.
- (2) To expand the existing arrangements to incorporate proposals for schemes to rehabilitate other aspects of the

highway asset such as drainage, signs, road markings, street furniture etc.

Members discussed the paving policy in conservation areas, the changes in Best Value Performance Indicators, and the approach to addressing areas where there were high levels of customer concern regarding highway maintenance.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Approve Option 2 (To expand the existing arrangements to incorporate proposals for schemes to rehabilitate other aspects of the highway asset such as drainage, signs, road markings, street furniture, etc), for the assessment and preparation of highway maintenance works programmes for 2007/08 onwards;
- (ii) Request that Officers investigate ways to address areas of the city where there are high levels of customer concerns.

Decision of the Executive Member for City Strategy

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

REASON: (i) To achieve the most appropriate balance of work for the whole highway asset;
(ii) To respond to customer concerns.

85. Public Rights of Way - Petition seeking closure of a snicket leading from Mayfield Grove to St Helen's Road, Dringhouses

Members considered a report which advised them of the receipt of a petition signed by 101 residents living in the Dringhouses area, requesting that a snicket leading from St Helen's Road into Mayfield Grove be closed at night because of problems with criminal activity and anti-social behaviour.

The report presented three options:

- A. Use of S118 of the Highways Act 1980 to close the snicket;
- B. Conditional closure of the snicket by means of a Gating Order;
- C. Do nothing at the present time and leave the snicket open to public use.

Officers updated that the Alleygating Policy document referred to in paragraph 2 of the report would be brought to Members for consideration at the next meeting of this committee on 26 March 2007. They updated that the snicket referred to was a safe route to school route and was well used, but does need a criteria for closure due to the crime in the area.

Members discussed the issues surrounding alleygating and the reduction in crime, the current cycle usage of the snicket, and the importance of the locking and unlocking times of the gates being sensible to residents needs as well as resolving the problem of the snicket being accessible.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Note the petitioners request for closure;
- (ii) Approve that the snicket be left open for public use at the present time pending adoption of a new Alleygating policy (Option C);
- (iii) Request that the report be referred back to Officers with a view to a practical option for closing the snicket after nightfall being developed.

Decision of the Executive Member for City Strategy

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

REASON: (i) That, although it meets the criteria of the legislation, as set out in paragraphs 11 to 15 of the report, which allows the conditional closure of alleys found to be facilitating the commission of criminal and/or anti-social behaviour; the management of opening and closing gates in accordance with the conditions of the order, are not possible at the present time as a review of council policy on all alley closures is pending;

(ii) To further address the issues raised in the petition.

86. Dunnington Weight Limit Petition

Members considered a report which advised them of the receipt of a petition that requests the more effective enforcement of the weight restriction through the village of Dunnington.

Cllr Greenwood presented a 343 signature petition to the meeting of Council on 5 October 2006. Those signing the petition supported Cllr Greenwood's campaign for more effective enforcement of the weight restriction on vehicles which attempted to short cut through Dunnington village.

The report presented four options:

- A. Request police enforcement. This has already been done.
- B. Improved signing of both the restriction and the route to the Industrial Estate. This work is ongoing at present.
- C. Reconsider the enforcement of such restrictions when these powers are transferred to the Local Authority. This is a long term option that cannot be tackled at present.
- D. Take no further action.

Cllr SF Galloway suggested that the Executive Member for City Strategy be asked to write to the Police Commander to request that sample weight checks be undertaken in the village and the results be reported back to the Council.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Note and support the action taken as detailed in Options A, B & C:
 - A. Request police enforcement. This has already been done.
 - B. Improve signing of both the restriction and the route to the Industrial Estate. This work is ongoing at present.
 - C. Reconsider the enforcement of such restrictions when these powers are transferred to the Local Authority. This is a long term option that cannot be tackled at present;
- (ii) Write to the Police Commander to request that sample weight checks are undertaken in the village and the results are reported back to the Council.

Decision of the Executive Member for City Strategy

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

REASON: To address the issues raised in the petition.

87. Petition in support of safety measures in Wiggington

Members considered a report which detailed a petition presented to the City of York Council seeking traffic calming along Mill Lane and The Village, and a pedestrian crossing near to the junction of Westfield Lane for school children and all pedestrians. A total of 222 signatures were received.

The report presented three options:

- (i) To consider introducing a formal pedestrian crossing at the junction of 'The Village' and Westfield Lane through the 'Safer Routes to School' Local Transport capital programme 2007-10;
- (ii) To consider installing traffic calming measures as outlined in 2003 through the Local Transport capital programme 2007-10;
- (iii) To take no action.

Cllr Merrett asked where this request was on the list of schemes and was updated that this scheme would be considered as part of the Capital Programme with all other schemes, but had been brought to this EMAP as a result of a petition being received.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Note the content of the petition;
- (ii) Approve that Officers reconsider the measures proposed in 2001 and 2003, consult further with the Parish Council, and consider options to take forward for the 2007/08 capital programme;
- (iii) Approve the Officers reply to the lead petitioner on the outcome of this report.

Decision of the Executive Member for City Strategy

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

REASON: To respond to local residents concerns about the speed of traffic along Mill Lane and The Village and their aspirations for a formal crossing point near to the junction of Mill Lane and Westfield Lane.

88. Petition from residents of Ganton Place, Woodthorpe, requesting the renewal of footpaths in Ganton Place

Members considered a report which advised them of the receipt of a petition from 26 residents living mainly in Ganton Place requesting the renewal of footpaths in Ganton Place. The petition also asked for a "No Through Road" sign to be placed at the entrance to Ganton Place to prevent drivers using it who think they can cut through to Don Avenue etc. Members were also asked to consider the options outlined in the report and approve the recommendations to include Ganton Place in assessments for possible inclusion in the 2007/2008 Resurfacing and Reconstruction Programme.

The report presented two options:

- (i) Erect a No Through Road sign at the Ganton Place/Leven Road junction and arrange to make safe any defects that breach the Council's standards. Inspect the footways as part of the Council's normal procedure for assessing the following year's priority resurfacing schemes;
- (ii) Erect a No Through Road sign at the Ganton Place/Leven Road junction and carry out the works to the footway this financial year at the expense of dropping a scheme from this year's approved programme.

Officers updated that the No Through Road sign had been erected, and that as detailed in paragraph 9 of the report this scheme had been included on the Councils Provisional List of Streets to be inspected and the inspection had taken place. The scheme scored highly from a safety point of view.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Note the petition;
- (ii) Approve Option 1 (Erect a No Through Road sign at the Ganton Place/Leven Road junction and arrange to make safe any defects that breach the Council's standards. Inspect the footways as part of the Council's normal procedure for assessing the following year's priority resurfacing schemes)

Decision of the Executive Member for City Strategy

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

- REASON:
- (i) To comply with the current Council policy and ensure that highway maintenance budgets are expended in the most cost effective way based on the council's assessed priorities.
 - (ii) To advise the lead petitioner of the decision taken.

89. Badger Hill Action Group - Petition: Over development of family homes to student lets

Members considered a report which informed them of a petition received from residents of Badger Hill concerning an increasing number of family homes on the Badger Hill Estate being converted to student lets, primarily for the University of York students.

Officers updated that objections had been received from 54% of householders in the Badger Hill area. In planning terms, up to and including six persons can share a single household without having to apply for planning permission to change the use of the dwelling. Therefore there is no distinction between a dwelling occupied in a conventional way and that of a dwelling occupied by up to six students living together as a single household. Officers referred to policies H7 and H8, and stated that any change of policy would have to be done through the Local Development Framework process, rather than the Local Plan.

Members discussed if any information from other Local Authorities was available, and officers updated that they would be keen to learn from any work done by other Local Authorities. As a short term measure it was important to ensure that H7 & H8 was enforced through the decision making process.

Cllr Merrett stated that the petition highlighted issues which the Labour Group had tried to address in putting forward a policy in the Local Plan regarding the University accommodating all student generated demand. Cllr Merrett proposed a motion that an additional recommendation be added, to set up a working group to look at a strategy to address this issue, involving the University, other higher education institutions and residents.

This motion was seconded by Cllr Simpson-Laing. The motion was put to the vote and the motion was lost.

Members requested that the issue be referred to the LDF Working Group for consideration. Cllr Simpson-Laing requested that her request for this to be done within the next three months be minuted.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Ensure that policies H7 and H8 are enforced through the decision making process;

- (ii) Request that as part of the Local Development Framework, officers explore a policy approach to ensure student housing is accommodated in an appropriate way in the City;
- (iii) Ask Officers to advise the main petitioner of the outcome of the recommendation;
- (iv) Request that the issue be referred to the Local Development Framework Working Group for consideration.

Decision of the Executive Member for City Strategy

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

REASON: (i) To ensure that development accords with approved Local Plan policies;
(ii) To help strengthen the policy approach to student lets, protecting family dwellings;
(iii) To keep the petitioner informed of progress of the issues;
(iv) To further address issues raised in the petition.

90. Petition from residents of Langholme Drive, Acomb, requesting highway improvement works to the street

Members considered a report which informed them of a petition received from 78 residents who live in Langholme Drive, Acomb, York, which was presented to Council on 13 November 2006. The petition asked that the Council look at the verges in the street, the footpath, and the width of the road and that it carry out improvement works which would make access and egress of the street easier for vehicular traffic.

Photographs of the street were circulated at the meeting for Members information.

The report presented four options:

Option 1: Widen the existing footways to 2.0m. This would leave a verge width of 1.9m and the road, untouched at 5.0m;

Option 2: Widen the existing footways to 2.0m and block pave the verges. The existing kerbs would be removed and replaced with a channel to allow vehicles to easily run onto the block paving. The footway would be protected by a 'pin' kerb;

Option 3: Prepare a further report and a comprehensive policy on access/parking issues in narrow streets for Members to consider and approve in the future;

Option 4: Consider parking restrictions on one or both sides of the road.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to adopt Option 3; to prepare a further report and a comprehensive policy on access/parking issues in narrow streets in the City.

Decision of the Executive Member for City Strategy

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

REASON: So that the petition can be considered in relation to other similar streets in the City.

91. Petition from local residents and businesses requesting the pedestrianisation of Fossgate

Members considered a report which advised them of the receipt of a petition from residents and businesses of Fossgate requesting that the street be pedestrianised. The report recommends feasibility work to be undertaken to investigate whether such a scheme is possible and the potential implications should it be introduced.

Members discussed the importance of ensuring disabled access with reference to a letter submitted by the Company of Merchant Adventurers of the City of York, and the issues regarding access and servicing for businesses.

Advice of the Advisory Panel

That the Executive Member for City Strategy be advised to:

- (i) Note the content of the petition, and ask Officers to investigate the expansion of the Footstreets Pedestrian Priority Zone and specifically to include Fossgate in that investigation;
- (ii) Request that Officers reply to the lead petitioner.

Decision of the Executive Member for City Strategy

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

REASON: (i) To enable the proposed scheme to be properly assessed and for accurate costs to be calculated to enable it to be prioritised against other potential pedestrian schemes for potential capital programme funds;

(ii) To inform the lead petitioner of the decision.

Cllr SF Galloway
Executive Leader

Cllr Reid
Executive Member for City Strategy

Cllr Vassie
Chair of Advisory Panel

The meeting started at 5.05 pm and finished at 7.20 pm.

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Meeting of Executive Members for City Strategy & Advisory Panel

26th March 2007

Report of the Chief Executive

Chief Executive's 2007/08 Service Plans

Summary

1. This report presents the 2007/08 Service Plans for the Chief Executive's directorate for Member approval.

Background

1. The Chief Executive's 2007/08 Service Plans are available in Annexes 1-4 as follows.
 - Annex 1 - Policy & Improvement
 - Annex 2 - Human Resources
 - Annex 3 - Marketing & Communications
 - Annex 4 - Civic, Democratic & Legal Services (inc. Scrutiny)
2. In December Members were asked to note and comment on the content of the stage one summarised versions of the directorate's service plans which focused on headline challenges and changes that the directorate's services will be facing in 2007/08 and beyond (covering April 2007 to March 2010).
3. In finalising the service plans as part of the second stage, budgets excluding recharges have been approved and service managers have finalised improvement actions and their 3-year targets.
4. As reported in the stage 1 report, one of the most significant 'drivers' for the directorate, and the authority as a whole, is to respond to the successful delivery of the Corporate Strategy with its 13 priorities, and in particular for the Chief Executive's directorate, to help support the delivery of the 3 year Organisational Effectiveness Programme (OEP).
5. As part of the second stage service planning process, Chief Executive's have liaised with each of the Priority Champions to identify how the directorate can contribute to the successful delivery of the actions contained in the Delivery and Innovation Plans (Dips) supporting each priority. The results of which have been reflected in the directorate's service plans attached.

Consultation

6. Priority Champions have been consulted as part of the service planning process. The Chief Executive and the Directorate's Management Team have approved the stage 2 service plans.

Options and Analysis

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

Corporate Priorities

8. The OEP is the delivery mechanism for four of the Council's thirteen priorities. The Chief Executive's department has a major role to play in the programme management, co-ordination and delivery of the OEP. A significant number of key actions (in particular in relation to the CYC Leadership priority) have been identified for the Policy and Improvement 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

- **Financial** – Service Plans are based on resources agreed as part of the 07/08 budget process.
- **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.
- **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.
- **Legal** – There are no legal implications.
- **Crime and Disorder** – There are no crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no Property implications.
- **Other** – There are no Other implications.

Risk Management

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

Recommendations

10. That the Advisory Panel advise the Executive Leader to:

- Approve the 2007/08 service plans for the Chief Executive's directorate as detailed in annexes 1-4 attached.

Reason: To support the directorate's service improvement and performance management arrangements.

Contact Details

Author:

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Chief Officer Responsible for the report:

Heather Rice
Director of People and Improvement

Report Approved

Date 15TH March 2007

Wards Affected:

All

Specialist Implications Officers:

Implication: Finance

Patrick Looker
Finance Manager
City Strategy
Tel No. 551633

Implication: Human Resources

Jamie Sims
Acting Head of HR
Chief Executive's
Tel No. 551711

Implication: Equalities

Kevin Banfield
Service Improvement
Manager
Chief Executive's
Tel No. 551723

Background Papers:

- CYC Service Planning Guidance and Templates
- City Strategy EMAP Report – Chief Executive's 2007/08 Service Plans (stage 1) – 11th December 2006

Annexes – Service Plans relating to:

- Annex 1 – Policy & Improvement
- Annex 2 – Human Resources
- Annex 3 - Marketing & Communications
- Annex 4 - Civic, Democratic & Legal Services (incl. Scrutiny)

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Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Policy, Improvement & Equalities Team

Directorate: Chief Executive's

Service Plan Holder: Kevin Banfield/Nigel Burchell

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 it's 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 2006 White Paper – “Strong and Prosperous Communities”</p> <ul style="list-style-type: none"> • New performance framework. • 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. • Need to start to promote and lead the equality and community cohesion agenda (linked to White Paper) 	<p>This team will play a key role in interpreting and advising the Council on the range of local impacts of the white paper. 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>At the moment segregation is increasing in York. This team need to work with others in the Council and the city to develop strategies to avoid this, learning lessons from other cities where BME populations have increased markedly over a short period of time</p>	<p>2006 White paper – Strong and Prosperous Communities</p> <p>Pride in Our Communities 2005-2008 (Equality Strategy)</p> <p>2006 White paper – Strong and Prosperous Communities</p>
<p>Corporate drivers</p> <p>Delivery of Organisational Effectiveness Programme (OEP) including:</p> <ul style="list-style-type: none"> • Delivery plans for 13 priorities • Development of new performance framework • Embedding of systems approach to improvement • Embedding agreed project/programme management approach <p>Ensuring positive outcomes from CPA inspection (Jan/Feb 2008)</p>	<p>This team has a major role to play in the programme management, co-ordination and delivery of 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>The formal CPA self-assessment and inspection process happens every 5 years. The outcome represents a key measure of the Council's corporate</p>	<p>CPA 2008</p> <p>Organisational Effectiveness Programme</p> <p>CPA 2008 Corporate Inspection</p>

<p>Leading the process of refreshing the Corporate Strategy In June 2007 – to enable a refresh of the corporate strategy for the next 4 years.</p>	<p>and service performance. The CPA process will require significant capacity from this team - and from across the organisation.</p> <p>This will need to further develop, design, prepare for and co-ordinate a series of strategic planning events in June 07 (after the local election). Additional work needs to be carried out to develop a data hub and integrate customer research and consultation more effectively into the strategic planning framework</p>	<p>CPA Key Lines of Enquiry (KLOEs)</p> <p>Organisational Effectiveness Programme</p> <p>Corporate Strategy 2006 - 2009</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 <p>most effectively support the long-term vision and ambitions of the Council and the city.</p>	<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 Business Plan</p> <p>Corporate Strategy</p> <p>OEP</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Ensuring that the Council responds proactively to the opportunities set-out in the White Paper	The team needs to take a key role in ensuring a proactive response to the challenges set-out in the White Paper. In particular, in relation to the Council becoming a place shaper.
Deliver a refreshed corporate strategy post election which encompasses our long-term organisational direction and priorities – including the OEP	Failure to do this will have a negative impact of the Council's ability to sustain delivery of excellent services. It will also impact on the CPA Corporate Assessment rating: and potentially the Council's overall 3 Star rating. This links directly to the CSF below.
Leading the CPA corporate Inspection process	Failure to effectively manage the process will have a potentially negative impact on the outcome and Council's overall CPA rating. This links directly to the CSF above
Delivery of the Council's Equality Strategy (PIOC 2005 – 2008)	Delivery of the PIOC is vital in ensuring that equalities is embedded within organisational culture. Failure to deliver the PIOC will have a negative impact on service delivery, minority communities and the Council's CPA rating.

Section 4: Links to corporate priorities

Priority	Contribution
This team has a significant contribution to make in relation to all 4 Organisation Effectiveness priorities. Key contributions include	
Improve leadership at all levels to provide clear, consistent direction to the organisation	<ul style="list-style-type: none"> • Mainstream priorities into performance monitoring and service plans • Helping to define the type of organisation we want to be (as part of updating vision) • Supporting delivery of cultural change • Embedding systems approach as part of updated vision • Ensure full "policy" alignment of white paper leadership elements to CYC leadership and partnership priorities
Improve the way the Council and its partners work together to deliver better services for the people who live in York	<ul style="list-style-type: none"> • Help ensure the alignment of council plans and strategies to those of partners • Support the review of the community strategy • Embed systems approach as part of delivering LAA
Improve efficiency and reduce waste to free-up more resources	<ul style="list-style-type: none"> • Embed systems approach throughout Council to transform the way we do things. And support use of systems approach/systems thinking as basis for all elements of this priority • Support yr s 2 and 3 efficiency review programme
Improve our focus on the needs of customers and residents in designing and providing services	<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 plans 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
In addition, this team has a critical part to play in supporting the delivery of the Council's 9 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.	

Section 5: Balanced Scorecard of outcomes and measures**Customer based improvement**

Outcomes	Measures					Actions
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
<ul style="list-style-type: none"> Improvement in the council's organisational effectiveness as a result of the contribution of the PIE Team in supporting delivery of 4 OE priorities and OEP overall 	C1: Telephone calls are answered within 20 seconds (CG2)	Qtr 3 94% (Cex's)	96% (Cex's)	96% (Cex's)	96% (Cex's)	<ul style="list-style-type: none"> Support delivery of key actions in the OEP including: <ul style="list-style-type: none"> Corporate strategy refresh (July 07) Embedding systems approach (ongoing – start Jan 07) Improving all aspects of management cycle (ongoing – start Sept 06) Outcome will be measured through survey OE champions and CMT (planned for Oct 07, Oct 08, Oct 09)
	C2: % of letters replied to within 10 working days (CG3)	Qtr 3 95% (Cex's)	99% (Cex's)	99% (Cex's)	99% (Cex's)	
	% of stage 2 & stage 3 complaints responded to within 10 days (CM10 & CM11)	Qtr 3 100% (Cex's)	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions	
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target		
<ul style="list-style-type: none"> Improvement in the quality, consistency and impact of the advice and support provided by the PIE Team 	P1: % of invoices paid within 30 days (BVPI 8)	Qtr 3 91% (Cex's)	94% (Cex's)	95% (Cex's)	96% (Cex's)	<ul style="list-style-type: none"> Develop and apply set of core principles which underpin all aspects of the work of the PIE Team – and which directly and most effectively support the delivery of the Council's vision/refreshed corporate strategy (by Sept 07) 	
	<i>The measures below are outside the direct control of PIE but are clearly affected by its work.</i>						
	P2: The level of Equality Standard for Local Government (BVPI 2a)	05/06 0	4	4	Not set		
P3: Duty to Promote Race Equality (BVPI 2b)	05/06 74%	95%	95%	Not set			

Finance based improvement

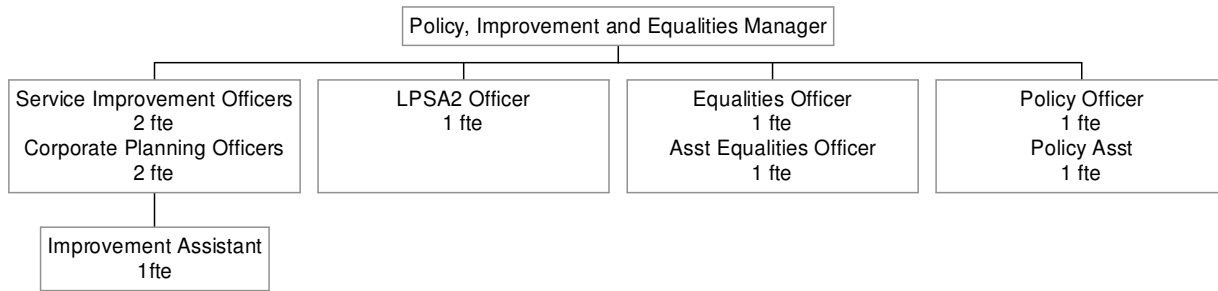
Outcomes	Measures				Actions
	Measure	Current	2007/08 Target	2008/09 Target	
<ul style="list-style-type: none"> Service Plan delivered within allocated budget 	F1 % budget spent	Qtr 3 99.8%	<100%	<100%	<100%
					<ul style="list-style-type: none"> Budget to be monitored on a regular ongoing basis (at least quarterly).

Staff based improvement

Outcomes	Measures				Actions
	Measure	Current	2007/08 Target	2008/09 Target	
<ul style="list-style-type: none"> Improved alignment between the work of the PIE Team and the priorities of the Council Capacity available optimised to deliver the PIE service 	S1: % staff who have had an appraisal in past 12 months (CP14)	100% (Cex's)	100%	100%	100%
	S2: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	05/06 8.98 (Cex's)	<8 days (Cex's)	<8 days (Cex's)	<8 days Cex's)
	S3: No. of days lost for stress related illness. (CP13a)	05/06 0.45 (Cex's)	<1.4 (Cex's)	<1.3 (Cex's)	<1.2 (Cex's)
	S4: No of RIDDOR accidents amongst Council staff (CP11a)	05/06 0 (Cex's)	0 (Cex's)	0 (Cex's)	0 (Cex's)
	S5: Overall Staff satisfaction rating from Staff Survey	57% (Cex's)	70% (Cex's)	No survey	72% (Cex's)
					<ul style="list-style-type: none"> PIE manager to provide leadership to the PIE Team in a way which is consistent with the systems approach (ongoing – develop as part of action in OEP to embed systems approach)

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Lead the process of setting-up the Equality Leadership Group	April 07
Lead the planned Equalities Self Assessment process to: A) support achievement of Level 3 of the Equality Standard B) feed-in to the CPA 2008 Self Assessment process	Completed by end Nov 07
Lead/facilitate the consultation process to ensure that equality priorities are fed into the corporate strategy refresh process	End June 06
Provide support to delivering the Council's equality priorities. With particular focus on the following (high) impact areas (which are part of agreed directorate/corporate equality priorities): <ul style="list-style-type: none"> • Development/implementation of Local Area Agreement (LAA) blocks (especially stronger and safer communities) • Council-wide equality monitoring • Local Development Framework • easy@york • accommodation review • modernisation of day care services 	All 07/08
Operational Risk – red risk action/s	
Failure to deliver key elements of the White Paper, Organisational Effectiveness Programme (OEP) and Pride in our Communities (PIOC). <ul style="list-style-type: none"> • Prioritise actions via OEP Board/OEP Planning group/Equality Leadership Group • Reallocate resources wherever appropriate 	Ongoing during 07/08
Gershon – Efficiency improvement	
Lead process of embedding systems approach which will lead to less waste (i.e. reduced costs) and greater efficiency (i.e. more output for same cost). Specific areas where a systems approach is likely to be applied are currently being agreed but are likely to include: Affordable Housing, Transport and customer focus priorities.	07/08
<u>Competitiveness statement</u>	
N/a	

Section 7: Resources

Current issues include need to recruit an Equalities Officer and Corporate Planning Officer due to the post-holders recent promotion into other jobs

Budget

	<u>2006/07</u>	<u>2007/08</u>
	£'000	£'000
Employees	693	389
Premises	0	0
Transport	2	3
Supplies and Services	695	123
Miscellaneous		
– Recharges	218	131
– Other	0	0
Capital Financing	0	0
Gross cost	1,608	646
Less Income	(641)	(533)
Net cost	967	113

There has been a 60% decrease in our gross budget since last year. This is mainly due to the restructure of the Chief Executives Directorate. It should also be noted that Community Planning budgets have transferred to City Strategy and Safer York budgets have transferred to Neighbourhoods Services.

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 for 2007/08 **(covering April 2007 – March 2010)**

Service Plan for: Human Resources

Directorate: Chief Executives

Service Plan Holder: Jamie Sims

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

We have a large customer base of 7,800 employees, which also includes supporting 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 Capacity Development* – Leads the design, development and implementation of the corporate OD and HR framework to support the Council's corporate priorities. Facilitates networking and collaborative working to build capacity. Delivers expert advice and guidance in specific areas, e.g. organisation development, change management, resourcing, workforce planning and development, in order to provide a centre of excellence for HR strategy, policy, support and advice.
- *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 builds the Council's capacity to transform and respond flexibly to changing public expectations and business conditions, thereby contributing to the achievement of the Council's long term aspirations. We lead HR aspects of major organisational changes, e.g. pay & grading, easy@york, the Accommodation Review.
- **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 at every level on the deployment, development and management of employees.
- **Stewardship:** by acting as the guardian of the Council's values, promoting diversity and wellbeing, managing risks and ensuring good governance. Saves the Council money through the efficient design of HR systems & processes. Acts as an employee champion to enable high employee competence and commitment and thus contribution.

Service objectives

Improve leadership at all levels to provide clear and consistent direction to the organisation:

- **SO1: Developing an enabling culture** by providing mechanisms and processes which support devolved decision making and effective people management.
- **SO2: Managing performance** by creating a system which promotes the golden thread linking the council's over-arching culture and objectives with individual behaviours and performance focused on outcomes and defined accountabilities.
- **SO3: Effective organisation of people resources** by creating the mechanisms by which change can be best put into effect when it impacts on the organisation and motivation of people across the council.

- **S04: Develop a safety conscious culture and promotes 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).

Improve our focus on the needs of customers and residents in designing and providing services:

- **S05: Valuing and involving employees** to contribute and participate in the success of the Council by developing a range of employment packages that enables the Council to attract and retain the best people.
- **S06: Developing employees** to maximise their potential and achieve the Council's corporate objectives and directorate service delivery requirements.

Improve the way the Council and its partners work together to deliver better services for the people who live in York:

- **S07: Working in partnership** to develop HR service capacity by building effective relationships with all stake-holders across the Council.

To improve efficiency and reduce waste to free up more resources by:

- **S08: Generating efficiency savings** by re-engineering HR processes, by enhancing the performance of outsourced HR providers in terms of service quality, cost and revenue generation and by developing innovative new solutions with external partners.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> ➤ Increasingly ageing population, nationally and locally, with low unemployment rates ➤ Increasingly sophisticated population / expectations of value for money services ➤ National Government's modernisation agenda, including: <ul style="list-style-type: none"> • 'Every Child Matters' • Adult Social Services white paper 'Our Health, Our Care, Our Say' ➤ Gershon / Efficiency ➤ CPA2, LAA, Community & neighbourhood leadership, & 'placemaking' ➤ HSE Strategic Intervention ➤ Amendments to pension provisions/entitlements ➤ National pay & workforce strategy and agreement ➤ Equal pay 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 ➤ Need to assist the council in finding ongoing efficiencies savings and build capacity ➤ HR practices are a common theme underpinning much of the CPA drivers ➤ Need to develop corporate Health & Safety policies & improve compliance ➤ Need to complete pay & grading modernisation & manage risks 	<p>Govt White Papers DCLG Audit Commission IDeA HSE LGE / LGYH</p>
<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 reporting to enable decision making ➤ Need to maximise workforce productivity and reduce costs ➤ Need to promote a health and safety culture and employee wellbeing 	<ul style="list-style-type: none"> ➤ Will result in major change management issues across the council ➤ HR will play a key role in the successful delivery of all these changes 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 ➤ Need for more effective procurement, partnership working & invest to save 	<p>AC Annual letter CPA action plan Corporate Strategy HR Strategy HSE</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> ➤ Need to improve staff satisfaction 	<ul style="list-style-type: none"> ➤ As managers become increasingly aware of their responsibilities around people 	<p>Directorate Business Plan</p>

<ul style="list-style-type: none"> ➤ 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 ➤ Inefficient administration arrangements in Cex. ➤ Completion of Chief Executive's restructure. ➤ Need to promote a health and safety culture and employee wellbeing 	<p>management, HR will need to develop and support them</p> <ul style="list-style-type: none"> ➤ HR will need to refocus its thinking to move away from restrictive policies and procedures and thinking more of direct service delivery outcomes ➤ 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"> ➤ Lack of understanding of the HR role and low resulting satisfaction levels ➤ Tight budgets for the foreseeable future ➤ Low resource base 	<ul style="list-style-type: none"> ➤ Development of clearer Service Level Agreements and Customer Surveys ➤ Need to improve at redirecting resources internally to accommodate temporary capacity issues 	

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
CSF1: Lead and support the implementation of the Corporate Strategy including the OEP.	To ensure Council achieves its corporate priorities, and transforms its corporate capacity to meets its service delivery challenges and aspirations.
CSF2: Implement an effective HR Strategy for the Council which links HRM and HRD to the strategic direction of the authority and contributes effectively to process re-engineering & improvement.	HR activity needs to be clearly aligned with business objectives. HR resources need to be deployed against the Council's priorities.
CSF3: Ensure 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.
CSF4: Support reconfiguration of services within Directorates and across the Council.	To align resources to the delivery of Council priorities enabling customer service and efficiency improvements
CSF5: Implement and embed the leadership and management standards framework in core HR business processes.	To build capacity through the acquisition of key skills and behaviours to better equip staff to deliver more relevant and effective services for York citizens.
CSF6: Improve compliance with Health & Safety legislation and develop a culture of health, safety & wellbeing.	To protect the Council from risk and to maximise employee productivity and wellbeing.
CSF7: Develop and promote an attendance management culture.	To ensure the council is able to improve service delivery to York residents and to create efficiency savings.
CSF8: Develop HR management information capacity.	To enable managers to make informed decisions to manage performance and improve service delivery.
CSF9: Fund efficiency savings across the council by developing external partnerships in HR functional areas and re-engineer associated processes.	To help the council manage more efficiently on limited budgets, growing capacity and underpinning unfunded service delivery posts in the HR structure.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve leadership at all levels to provide clear, consistent direction to the organisation	<p>Year 1</p> <ul style="list-style-type: none"> • Mainstream priorities into performance monitoring and service plans • Clarify target setting • Define type of organisation we want to be • Non-prioritisation • Communicating corporate strategy/priorities <p>Year 2 and 3</p> <ul style="list-style-type: none"> • Cultural change • Leadership and management standards framework <p>Additional actions/innovations</p> <ul style="list-style-type: none"> • Baseline assessment for corporate culture • Developing shared values • CPA must dos (as detailed in OEP)

<p>Improve the way the Council and its partners work together to deliver better services for the people who live in York</p>	<p>Year 1</p> <ul style="list-style-type: none"> • Links between community strategy, LAA, priorities • Improve effectiveness of LSP <p>Years 2 and beyond</p> <ul style="list-style-type: none"> • Alignment of council plans and strategies • Review community strategy • Review purpose and added value of partnership arrangements
<p>Improve efficiency and reduce waste to free-up more resources</p>	<p>Year 1</p> <ul style="list-style-type: none"> • Clarify way forward with systems approach • Support yr 1 efficiency review programme (through application of systems approach) <p>Year 2 and 3</p> <ul style="list-style-type: none"> • Support yr s 2 and 3 efficiency review programme (through application of systems approach) • Review council training procurement • Implement attendance management strategy • Undertake workforce planning exercise
<p>Improve our focus on the needs of customers and residents in designing and providing services</p>	<ul style="list-style-type: none"> • Better use of customer data (working with M&C). Also linked to improving corporate planning • Develop ways in which to empower staff and change the way they work in relation to customers • Mainstream equality actions through service plans and equality improvement plans • Improve community engagement with excluded communities • Delivery of equality strategy • Monitor Implementation of new corporate complaints system (need a <i>more corporate approach to information sharing</i>) • Enhance diversity in perf. management systems (slipped to year 2) • Customer input into perf. management systems (slipped to year 2)
<p>Support the nine customer facing corporate priorities</p>	<p>Examples of HR contribution:</p> <ul style="list-style-type: none"> • Support development of ways in which staff can become ambassadors for waste minimisation and diversion • Support travel to work survey of council staff • Funding of multi agency & community leadership efforts to develop LAA block themes through DCLG grant monies • Support paramountcy principle for children and young people (ALL CEX service plans) • Support adult education and skills strategy for York by involving CYC as York's largest employer. • Support establishment of limited company and recruitment of a Chief Executive for Science City.
<p>Links to other plans</p> <ul style="list-style-type: none"> • Corporate Strategy • Council Plan • CPA / LAA actions • Directorate Service Plans • HR Strategy • Corporate and Directorate Equalities Plans • Health & Safety action plan • National Pay & Workforce Strategy • Regional Improvement Strategy 	

Section 5: Balanced Scorecard of outcomes and measures

The corporate measures detailed in this scorecard are outside the direct control of HR but are clearly affected by its work.

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • An improved understanding of the role of HR by CMT and elected members • An improved understanding of the difference between HR and line manager responsibilities • Improved number of job applicants • Increased leadership and managerial capacity 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Develop customer surveys for CMT and members • Develop formal quarterly reviews across directorates • Implement HR strategic targets • Improve the candidate experience in recruitment • Implement Leadership & Management Standards Framework at all levels • Targeted development activities to improve capacity
	C1: % of employees expressing satisfaction with their jobs (Coli 56)	69%	70%	N/a	72%	
	C2: % of staff expressing satisfaction with the way they are managed	61%	63%	N/a	65%	
	C3: % of staff who feel they understand how their job contributes towards the council's objectives	69%	70%	N/a	72%	
	C4: % of employee turnover (Coli 58)	13.09%	12.5%	12.0%	11.7%	
	C5: Telephone calls are answered within 20 seconds (CG2)	Qtr 3 94% (Cex's)	96% (Cex's)	96% (Cex's)	96% (Cex's)	
	C6: % of letters replied to within 10 working days (CG3)	Qtr 3 95% (Cex's)	99% (Cex's)	99% (Cex's)	99% (Cex's)	
	C7: % of stage 2 & stage 3 complaints responded to within 10 days (CM10 & CM11)	Qtr 3 100% (Cex's)	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> Improved take up of appraisals Improved attendance levels % of invoices paid within 30 days. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Work with directorates to improve take up of appraisals Implement Attendance Management Policy, Procedures and Guidelines 	
	P1: % of employees having an appraisal (CP14)	74.5% (Corp)	80% (Corp)	85% (Corp)	90% (Corp)		
	P2: No of days lost due to sickness absence (BVPI 12)	12.5	12	11.5	11		
	P3: % of invoices paid within 30 days (BVPI 8)	Qtr 3 91% (Cex's)	94% (Cex's)	95% (Cex's)	96% (Cex's)		

Finance based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> Budget within target Reduction in cost per new starter Reduction in spend on agency contracts Improvement in productivity due to reductions in sickness absence Income Generation to support corporate objectives 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Improve attendance management Close management of budgets Further development of Recruitment Pool Promote use of more sophisticated candidate attraction processes Maximise commercial opportunities on corporate contracts 	
	F1: Budget Spend	Qtr 3 99.8%	<100%	<100%	<100%		
	F2: Reduction in Cost per New Starter	£249	£220	£200	£180		
	F3: Reduction in Spend on agency contracts	£1.8 million	£1.4 million	£1.2 million	£1 million		
	F4: Cost of sickness & lost productive time	£7.1 million	£6.5 million	£6 million	£5.5 million		
	F5: Income Generation	£85K	£100K	£130K	£150K		

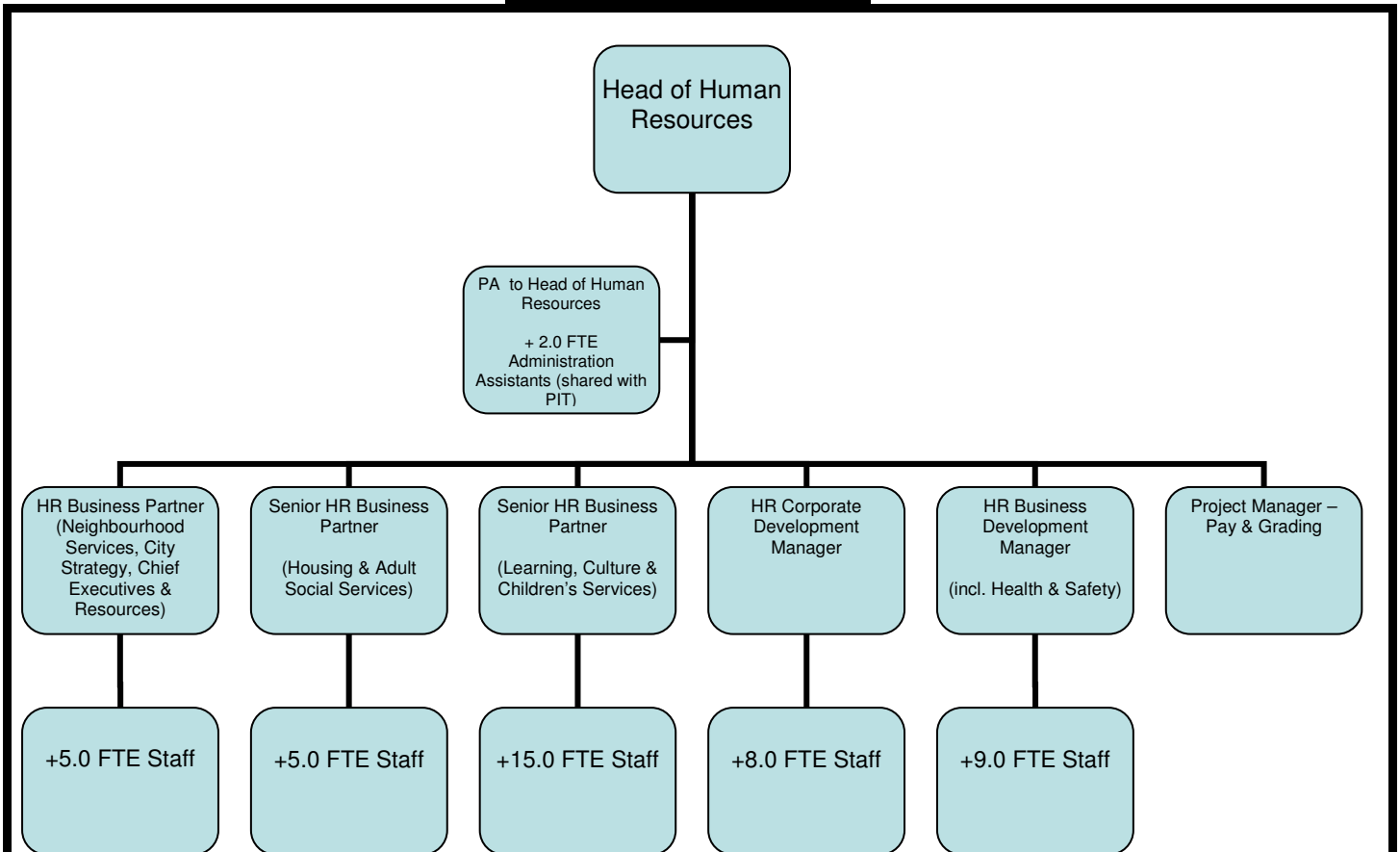
Staff based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> Improved workforce reflection of the local community Improved awareness of the importance of health and safety Improved people management skills of line managers 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> More innovative recruitment to target minority groups more effectively Ensuring that equality impact assessments are carried out for all HR policy development Implementation of corporate Health & Safety policies Introduction of leadership & management standards framework 	
	S1: % of disabled employees (BVPI 16a)	2%	2.2%	2.4%	2.6%		
	S2: % of ethnic minority staff (BVPI 17a)	1.19%	1.30%	1.4%	1.5%		
	S3: No of RIDDOR accidents amongst Council staff (CP11a)	58 (Corp) 0 (Cex's)	50 (Corp) 0 (Cex's)	45 (Corp) 0 (Cex's)	40 (Corp) 0 (Cex's)		
	S4: % of RIDDORs reported within HSE requirements	20%	40%	60%	80%		
	S5: No of days lost for stress related illness (CP13a)	1.97 (Corp) 0.45 (Cex's)	1.90 (Corp) <1.4 (Cex's)	1.85 (Corp) <1.3 (Cex's)	1.80 (Corp) <1.2 (Cex's)		
	S6: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	05/06 8.98 (Cex's)	<8 days (Cex's)	<8 days (Cex's)	<8 days (Cex's)		
	S7: % staff who have had an appraisal in past 12 months (CP14)	100% (Cex's)	100% (Cex)	100% (Cex)	100% (Cex)		
	S8: Overall Staff satisfaction rating from Staff Survey	57% (Cex's)	70% (Cex's)	No survey	70% (Cex's)		

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> Complete a job evaluation exercise covering all posts and address historical issues relating to pay inequality. Conduct an equality impact assessment and introduce a new equitable pay and grading structure. 	April - Autumn 2007
<ul style="list-style-type: none"> Develop a range of flexible working opportunities linked to improved work life balance for employees as part of the attendance project & new reward system. 	December 2007
<ul style="list-style-type: none"> Work towards a workforce profile that more closely reflects the diversity of the local population: <ul style="list-style-type: none"> Implement the new statutory equality duties and amend HR policies & processes. Implement the Corporate Employment Equality Improvement Plan (EEIP) and support implementation of Directorate EEIP's. 	March 2008 See EEIP's
<ul style="list-style-type: none"> Develop a clear and ethically sustainable succession planning process which identifies potential, provides development opportunities and meets equality requirements at both corporate and directorate levels. 	December 2008
Health, Safety & Wellbeing	
<ul style="list-style-type: none"> Corporate: implement and embed corporate H&S policies. 	H&S workplan
<ul style="list-style-type: none"> Corporate: Provide enhanced processes for monitoring the health and wellbeing of the workforce and introduce clear programmes for health promotion and improvement. 	March 2008
<ul style="list-style-type: none"> Directorate: Lead on Directorate H&S issues ensuring implementation of corporate agenda 	Ongoing
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> There are a number of 'critical' and 'high' risks associated with the pay and grading programme. These risks are fully detailed in the programme risk register, for example: <ul style="list-style-type: none"> Lack of thoroughness on pay modelling exercise could lead to high cost decisions based on inaccurate data – thoroughly test all models and conduct impact assessment. Removal of bonus scheme unacceptable to staff leading to industrial action and loss of service continuity and productivity – negotiating plan & business continuity plan. 	April – Autumn 2007
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> Reduction in cost per new starter from £249 to £180 	2009/10
<ul style="list-style-type: none"> Improvement in productivity by reducing sickness absence costs: from £7.1 million to £5 million 	2009/10
<ul style="list-style-type: none"> Reduction in spend on agency staff from £1.8 million to £1 million 	2009/10
<ul style="list-style-type: none"> Better corporate procurement of training (current staff spend is £0.7M across several hundred cost centres) – see OEP 	2009/10
Business Continuity Planning	
<ul style="list-style-type: none"> HR works closely with the Emergency Planning Officer to develop plans to handle a number of issues, e.g.: flooding, heavy snow & bird flu and is included in emergency protocols & meetings. 	Ongoing
Competitiveness statement	
<ul style="list-style-type: none"> The HR function has gained additional savings through the Recruitment Advertising contract in the last 12 months and tendered for the supply of voluntary benefits to ensure continued best value. The next 12 months will include the tendering for the supply of agency staff including more Council posts, Chief Officer recruitment. The HR function is working in partnership nationally and regionally with other councils and key agencies, such as the IDeA and LGYH, in order to build capacity across the pay and workforce agenda. Specific actions include: leadership development partnership, regional learning and development activities, development of a regional web portal for recruitment generating improvement in recruitment processes whilst reducing costs. The HR function has the lowest resources per employee of all authorities in the Yorkshire & Humberside Region, and one of the lowest in the UK. Ratio of HR staff to employees is 1:173 (HASS HR is 1:272) against a Unitary average of 1:113. The HR function regularly benchmarks its core activities against other councils, participates in the national People Skills Scoreboard and is a member of the CIPFA HR benchmarking group. 	

Section 7: Resources



37.4 FTE HR funded staff

4.1 FTE Directorate funded HR staff reporting to HR (City Strategy, Neighbourhoods & part LCCS)

6.0 FTE Pay & Grading Programme staff

1.0 FTE easy@york / Accommodation review funded HR staff

Budget	2006/07	2007/08	Analysis
	£'000	£'000	
Employees	1,374	1,352	There has been a 9% decrease in our gross budget since last year. This is mainly due to the full year implications of the restructure of the Chief Executives Directorate.
Premises	1	1	
Transport	7	7	
Supplies and Services	226	80	
Miscellaneous			
– Recharges	271	279	
– Other	0	0	
Capital Financing	0	0	
Gross cost	1,879	1,719	
Less Income	(1,678)	(1,745)	
Net cost	201	(26)	

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.



Service Plan Template for 2007/08 **(covering April 2007 – March 2010)**

Service Plan for: Marketing & Communications

Directorate: Chief Executive's

Service Plan Holder: Matt Beer

Workplans: Marketing & Communications

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 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 type	How might this affect our service	Sources
External drivers <ul style="list-style-type: none"> • Relevant BVPIs: <ul style="list-style-type: none"> BVPI 13 - 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 • Increase in internet use combined with long-term decline of newspaper readership, especially on a local level • Freedom of Information Act (Fol) 	<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>Apparent long term shift away from printed media to the web. Direction of council communications more towards direct communication with residents.</p> <p>The media have often used the Fol legislation</p>	<p>Council Plan</p> <p>Council Plan</p> <p>Council Plan</p> <p>LGA / MORI</p> <p>Web and printed media usage figures</p> <p>FOI Act</p>
Corporate drivers <ul style="list-style-type: none"> • All 13 corporate priorities • The Organisational Effectiveness Programme 	<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</p>	<p>Corporate strategy</p> <p>Project board papers and</p>

<ul style="list-style-type: none"> All corporate projects and initiatives are relevant to m&c. Of special concern are: the pay and grading review, the accommodation review, easy@york, Older Persons Information Day Equalities - help develop and implement a policy on making information available and inclusive. Develop and implement community cohesion media strategy 	<p>working on, and the likely effect they may have on the council's external reputation, are major concerns.</p> <p>Council information produced with consideration of BME and other minority audiences and communications tailored to reflect the needs of minority groups. Community cohesion and race relations promoted in the media through vigilance of press office. Specific media strategy included as part of Corporate Communications Strategy.</p>	<p>liaison with project managers</p> <p>Equalities plan</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> Equalities plan Accommodation changes 	<p>Ensuring all communications meet with equalities guidelines</p>	<p>Equalities plan</p>
<p>Service drivers</p> <p>Monthly report analyses of key statistics for service:</p> <ul style="list-style-type: none"> number of media enquiries, press releases, positive/negative press coverage, letters, publications produced research projects marketing jobs 	<p>These statistics are analysed and action taken to improve based on the analysis</p>	<p>m&c monthly report</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Proactive approach to media management in line with external communications strategy	The m&c team are continually looking for opportunities to reflect all aspects of the council's work, especially the less newsworthy positive work. This is especially important in communicating the council's nine outward-facing corporate priorities
Ensuring a fully staffed, reactive and proactive press office	The press office's ability to field enquiries and research good news is essential to managing the council's reputation
The ability to communicate the cultural change agenda through systematic, good quality internal communications	The lack of integration between the projects that will lead to cultural change mean m&c will need to be heavily involved advising different project boards and taking a corporate overview. The internal communications aspects of the Organisational Effectiveness Programme reinforce this. There is a question of whether we have the resources to be able to do this.
Prioritising on-going marketing challenges, especially the BA festival of science in September 2007	The festival of science is a major marketing opportunity for the council itself and to promote science in the city through Science City York.
Ensuring Council teams have useful research to enable understanding of the needs of customers and improvement	The research team are well-placed to offer advice and support to directorates as well as conducting key corporate research. The research input into the corporate priorities, especially the establishment of a data hub, will be essential.
Ensuring communications aspects of website (as opposed to the transactional side) reflect all other communications activity and continue to have a high priority	Despite operational control of the website passing to Public Services in Resources, the website will continue to be a major communications tool for the council and must seamlessly tie in with the rest of m&c's work
Ensuring the Guildhall Print Unit is financially viable	The Print Unit has been a financial difficulty for the directorate for some years as it has had an unachievable target attached to it. It has reduced its costs in order to be able to maintain the service it provides to the council and to ensure it breaks even.
Ensure budgets are not overspent	The directorate has a duty to make sure all of its activities are on a sound financial footing

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces	<ul style="list-style-type: none"> • Develop a street cleaning and grounds maintenance communications strategy • Develop and publish Customer Standards • Assess current branding • encourage community participation and ownership of environmental issues.
Increase people's skills and knowledge to improve future employment prospects	<ul style="list-style-type: none"> • Work with the champion to publicise
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest	<p>Communications action resulting from:</p> <ul style="list-style-type: none"> • Increase the benefit take up of groups whose level of health is the poorest • Encourage more people to walk within the city and promote cycling
Improve the life chances of the most disadvantaged and disaffected children and young people and families	<ul style="list-style-type: none"> • Develop communications strategy to improve perception of young people in the media as part of corporate communication strategy
Improve the quality and availability of decent affordable homes in the city	<ul style="list-style-type: none"> • Work with the champion to communicate key messages about the importance of good housing to the overall well-being of the city
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Review the mechanisms to improve communication with residents and visitors to York so that information can be shared regarding the positive work of CYC, Police and partners. • Develop a communications strategy relevant to crime prevention activities as part of corporate communication strategy
Improve the contribution that Science City York makes to economic prosperity	<ul style="list-style-type: none"> • Establish a campaign to inform key internal and external audiences of the activities and anticipated impact of SCY, as part of corporate communication strategy
Increase the use of public and other environmentally friendly modes of transport	<ul style="list-style-type: none"> • Carry out market research with customers on the issues regarding public transport and other environmentally friendly modes. • Undertake travel to work survey of council staff. • Work with road safety team on communications campaigns
To decrease the tonnage of biodegradable waste and recyclable products going to landfill	<ul style="list-style-type: none"> • Continue to raise awareness of importance of recycling as part of corporate communication strategy
Improve our focus on the needs of customers and residents in designing and providing services	<ul style="list-style-type: none"> • Work with customer champion on improving council responsiveness to customer feedback
Improve Leadership at all levels to provide clear, consistent direction to the organisation	<ul style="list-style-type: none"> • Work on internal communications strategy to look for new and improved ways of communicating with council staff and designing and delivering more focussed customer consultation to help support the customer priority.
Improve efficiency and reduce waste to free up more resources	<ul style="list-style-type: none"> • Publicise Efficiency and Strategic Procurement programmes • Increased awareness of and participation in the Efficiency Agenda.
Improve the way the Council and its partners work together to deliver better services for the people who live in York	<ul style="list-style-type: none"> • Launch awareness raising/communication strategy for LAA and LSP • Conduct new festival of ideas, community research, market surveys to help identify/inform what 'the needs of the community' are

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • For the corporate council: <ul style="list-style-type: none"> ○ Communications aspects of Organisational Effectiveness Programme implemented - external and internal corporate communications strategy written and implemented. Communications input into data hub and subsequent consultation strategy ○ the council's reputation with its key audiences is protected and enhanced ○ 13 priorities integrated into communications strategy ○ media protocol applied ○ staff understand and appreciate the changes facing the council ○ specific issues (such as BA festival of science) marketed and publicised as needed ○ council's brand identity is protected ○ standards of <i>Your City</i> maintained and improved so that it communicates directly with people of York ○ standards of <i>Streets Ahead</i> 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • proactive communications and consultation actions that flow out of the corporate strategy implemented • reactive issues dealt with in a professional manner to protect the council's reputation • communications strategy written with 13 priorities at heart • media protocol informs all of m&c's work and all council communications • forums for Chief Officers (Corporate Leadership Group – CLG) and for the 'top 200' senior managers (SMG) have been established to allow regular face to face communications of corporate strategic issues. • internal communications group (ICG) chaired by the head of marketing and communications established to ensure corporate working between the council's projects which will require cultural change and look for synergies. • Attendance at planning meetings for corporate marketing issues such as BA festival of science – resulting actions implemented • Diligent policing of corporate identity – investigation into need to protect brand legally
	C1: Telephone calls are answered within 20 seconds (CG2)	Qtr 3 94% (Cex's)	96% (Cex's)	96% (Cex's)	96% (Cex's)	
	C2: % of letters replied to within 10 working days (CG3)	Qtr 3 95% (Cex's)	99% (Cex's)	99% (Cex's)	99% (Cex's)	
	C3: % of stage 2 & stage 3 complaints responded to within 10 days (CM10 & CM11)	Qtr 3 100% (Cex's)	95%	95%	95%	

maintained and improved so that it communicates directly council tenants

- communications aspects of website (as opposed to the transactional side) reflect all other communications activity and continue to have a high priority
- Print Unit continues to provide high quality confidential service to council within budgets
- equalities - local citizens can access council information regardless of disability or language
- equalities – good community cohesion and race relations in the media
- For members and others:
 - Media advice given in line with media protocol
 - Older Persons Benefits Information Day successfully held
 - Talkabout and ResOp reflect members' priorities
- For directorates and others:
 - number of press releases promoting services reflecting need
 - customer focus in marketing work on both large events and publications maintained

The measures below are outside the direct control of m&c but are clearly affected by its work.

Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target
C4: CG 12 The percentage of people surveyed who feel the council keeps them informed about benefits and services	06/07 results not yet available	54%	57%	59%
C5: CG13 The percentage of people surveyed satisfied with the amount of information provided by the council.	06/07 results not yet available	50%	53%	56%

- Work with easy@ york and web team to ensure communications aspects of website are not neglected
- Print Unit viability maintained through marketing and careful budget monitoring
- council information produced with consideration of BME and other minority audiences
- community cohesion and race relations promoted in the media through vigilance of press office
- Press Office supports members in communications issues where appropriate in line with the media protocol
- Publicity and liaison for Older Persons Benefits Day
- Ongoing discussion with members and senior officers about questions asked in Talkabout and ResOp

For directorates and others:

- Press releases and photocalls sent to media after research through agendas, DMTs and proactive Press Office work with officers
- Production of marketing and information literature to high standards previously established in corporate style
- Ongoing discussion with members and senior officers about questions asked in Talkabout and ResOp

For all media and others:

- maintain reactive press office and out of

ANNEX 3

<ul style="list-style-type: none"> ○ new approaches to internal communications explored ○ Talkabout and ResOp reflect directorate's needs ● For all media and others: <ul style="list-style-type: none"> ○ reactive press office and out of hours service maintained to ensure all press enquiries are dealt with. ○ positive press stories for media inclusion effectively researched. 		<p>hours service to ensure all press enquiries are dealt with</p> <ul style="list-style-type: none"> ● Press releases and photocalls sent to media after research through agendas, DMTs and proactive Press Office work with officers
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Process based improvement

<ul style="list-style-type: none"> ● Monthly report to reflect all aspects of the team's work to allow for concentration of resources on areas where improvement will most be felt ● Press cuttings sent out daily before 11.00 ● Business continuity plans in place to allow service to continue in an emergency ● Input from m&c into wider regional emergency plans ● Council represented in communication forums in regional emergency planning 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>P1: % of invoices paid within 30 days (BVPI 8)</td> <td>Qtr 3 91% (Cex's)</td> <td>94% (Cex's)</td> <td>95% (Cex's)</td> <td>96% (Cex's)</td> </tr> <tr> <td>P2: Monthly report published retrospectively within 1 week of the new month</td> <td>Missed on one occasion</td> <td>None missed</td> <td>None missed</td> <td>None missed</td> </tr> <tr> <td>P3: Press cuttings sent out daily before 11.00 am</td> <td>80%</td> <td>90%</td> <td>93%</td> <td>96%</td> </tr> </tbody> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	P1: % of invoices paid within 30 days (BVPI 8)	Qtr 3 91% (Cex's)	94% (Cex's)	95% (Cex's)	96% (Cex's)	P2: Monthly report published retrospectively within 1 week of the new month	Missed on one occasion	None missed	None missed	None missed	P3: Press cuttings sent out daily before 11.00 am	80%	90%	93%	96%	<ul style="list-style-type: none"> ● Monthly report to be monitored, amended where necessary and acted upon ● Press cuttings produced and emailed to list for 11.00 am every day ● All forward plan entries added and media impact assessed in advance of issue ● Understanding of priorities for work that will not be met if staff are off ill ● Understanding by all staff of their responsibilities in the event of an emergency
Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target																		
P1: % of invoices paid within 30 days (BVPI 8)	Qtr 3 91% (Cex's)	94% (Cex's)	95% (Cex's)	96% (Cex's)																		
P2: Monthly report published retrospectively within 1 week of the new month	Missed on one occasion	None missed	None missed	None missed																		
P3: Press cuttings sent out daily before 11.00 am	80%	90%	93%	96%																		

Finance based improvement

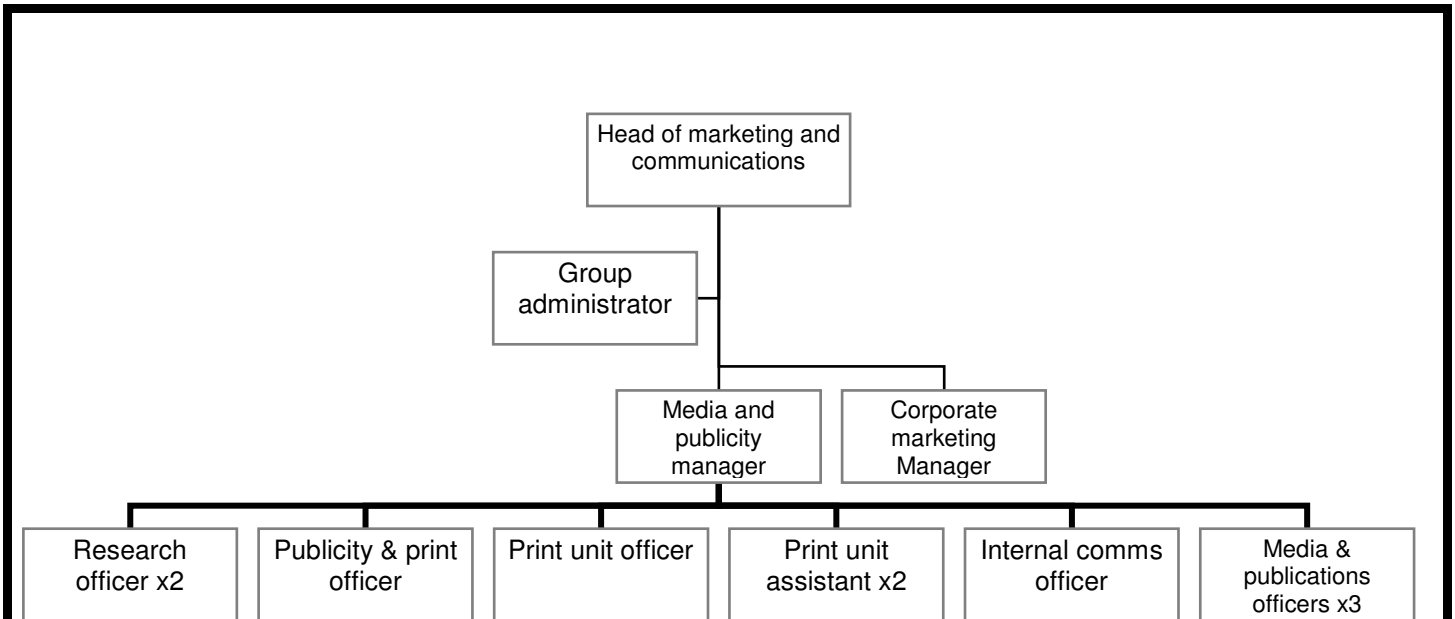
<ul style="list-style-type: none"> Budget within target Recurring £28,000 shortfall in budget successfully offset Print Unit financial targets met 						<ul style="list-style-type: none"> Monitor budgets throughout year Look for savings throughout year to offset shortfall Market print unit, working closely with equipment providers to develop and implement business plan
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
	F1 % budget spent	Qtr 3 99.8%	<100%	<100%	<100%	

Staff based improvement

<ul style="list-style-type: none"> All staff in M&C appraised Sickness levels within target Staff attitudes within target 						<ul style="list-style-type: none"> Ongoing monitoring throughout the year of all three areas. Sickness levels monitored regularly Staff attitudes monitored in Staff Survey
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
	S1: % staff who have had an appraisal in past 12 months (CP14)	100% (Cex's)	100%	100%	100%	
	S2: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	05/06 8.98 (Cex's)	<8 days (Cex's)	<8 days (Cex's)	<8 days Cex's)	
	S3: No. of days lost for stress related illness. (CP13a)	05/06 0.45 (Cex's)	<1.4 (Cex's)	<1.3 (Cex's)	<1.2 (Cex's)	
	S4: No of RIDDOR accidents amongst Council staff (CP11a)	05/06 0 (Cex's)	0 (Cex's)	0 (Cex's)	0 (Cex's)	
S5: Staff satisfaction rating from Staff Survey	57% (Cex's)	70% (Cex's)	No survey	72% (Cex's)		

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Council information produced with consideration of BME and other minority audiences and communications tailored to reflect the needs of minority groups – e.g. tapes of Your City available for visually impaired residents, language box on all publications	Ongoing
Community cohesion and race relations promoted in the media through vigilance of press office. Specific media strategy included as part of Corporate Communications Strategy.	ongoing
Operational Risk – red risk action/s	
Negative impact of pay and grading review greater as a result of inadequate staff communications <ul style="list-style-type: none"> • P&G communications strategy written • P&G communications plan written • Close working with P&G communications workstream • Links made with other projects through internal communications group • Communications infrastructure improved through CLG and SMG 	ongoing
Cultural change agenda through accommodation review and easy@york not sufficiently developed and communicated <ul style="list-style-type: none"> • Close working with accommodation review team • Links made with other projects through internal communications group • Communications infrastructure improved through CLG and SMG 	ongoing
Gershon – Efficiency improvement	
N/a	
<u>Competitiveness statement</u> All print work and research work is put out to tender – in line with financial regulations. Periodic benchmarking with other authorities is conducted in order to look for potential areas for improvement.	

Section 7: Resources

The above shows the structure of Marketing & Communications made up of 14 post holders.

Budget

	<u>2006/07</u> £'000	<u>2007/08</u> £'000
Employees	537	520
Premises	0	0
Transport	2	0
Supplies and Services	169	173
Miscellaneous		
- Recharges	115	109
- Other	0	0
Capital Financing	0	0
Gross cost	823	802
Less Income	(861)	(833)
Net cost	(38)	(31)

There has been a 3% decrease in our gross budget excluding recharges since last year. This is mainly due to the loss of the web team to Resources following the restructure of the Chief Executives Directorate.

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

Monthly reporting and analysis of key statistics for service and corporate use.



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Civic, Democratic & Legal Services

Directorate: Chief Executive's

Service Plan Holder: Suzan Hemingway

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

Electoral Services:

We have a wide range of customers, including elected Members, parish councils, election candidates & agents, and over 146,000 electors. Our main areas of delivery are:

- Maintaining and publishing an accurate Register of Electors and associated lists. The registration of electors is a statutory duty. The Representation of the People Act 2000 and the Representation of the People Regulations 2001 introduced a system of rolling registration from February 2001. This is supplemented by an annual canvass and the publication of an annual register of electors.
- Providing advice and assistance in connection with the registration of declaration voters, including service voters, voluntary mental patients, overseas electors and European Union citizens. One of our duties is to ensure that the legislation for Parliamentary, European Parliamentary, City Council, Parish Council. Parish Polls and Referenda to meet the Council's statutory duty.
- Providing advice on electoral matters to Members, electors, election candidates, elections agents and parish councils. We also provide polling places and equipment suitable for all electors, including the elderly and disabled.
- Processing Freedom of the City applications and organising the annual Freedom Court.
- Maintain a system of rolling registration in accordance with the Representation of the People Regulations 2001

Civic Services:

We provide a large number of services to different customers, including citizens of York, Civic Party, hirers of the Guildhall/ Mansion House and council staff. Our areas of delivery include:

- Providing support services to the Lord Mayor and Civic Party including, hospitality, housekeeping, chauffeuring and secretarial.
- Planning and co-ordination of official engagements and special events. We also provide caretaking and facilities management for the Guildhall and Mansion House
- Providing a reliable messenger service corporately and to external city partners
- Providing front line customer service for the Guildhall and Chief Executive's department

Democratic Services:

This service encompasses Democracy and Member Support Groups, whose work is interlinked in that they support the decision-making process and Members' roles within it. Our main customers are Elected Members, Council Officers and the public.

The **Democracy Support Group** specifically undertake the following:

- The preparation and dispatch of agendas for Council meetings held throughout the municipal year, including the administration of procedures for Appeals and Licensing hearings.
- Attendance at formal & informal meetings involving Members, advise Members and Officers on the decision-making process, procedure and Constitution, and to take minutes.
- Production of minutes of all decision-making meetings attended, and to produce decision letters in respect of Appeals and Licensing hearings. We also convene meetings and business in accordance with legal requirements.
- The provision of information to residents relating to decisions to be made and maximize opportunities for public participation at Council meetings.

- The maintenance and periodic review of the Council's Constitution.
- The monitoring of the Officer Decision Log to ensure its proper and effective use and compliance with the deadlines set for recording decisions

The **Member Support Group** provides the following services:

- Publication of the Council's Forward Plan
- Verification and payment of members allowances and expenses
- 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
- The provision of a delivery service to Members of agendas and supporting information twice weekly.
- Preparation of the council's Diary of Meetings.
- Maintaining membership and information on Council representation on outside bodies and partnerships
- Ensuring Members compliance with Data Protection requirements

Scrutiny Services:

Scrutiny Services provides non-executive members and co-optees with practical support and advice to fulfill their scrutiny roles according to the requirements of the Local Government Act 2000. Scrutiny Officers attend and advise members and co-optees at meetings of the various Scrutiny Committees, including Ad-Hocs and Scrutiny Management Committee. Scrutiny Officers:

- manage allocated scrutiny reviews, supporting Members (elected and co-opted) in researching projects and analysing information for those reviews;
- assist with the compilation and production of clear reports, summarising effective scrutiny recommendations for the Executive and local NHS bodies, as applicable

Legal Services:

We provide an in-house support service for Members and City of York Council staff. Our main areas of work are to provide advice on the nature and extent of the powers, duties and obligations of the Council in seeking to achieve its goals. We employ 8 solicitors, 6.5 legal assistants and 4 support staff. We currently have 'Lexcel accreditation', which is awarded by the Law Society

Service objectives

- To ensure well informed decisions are made transparently and in a professional manner, including Appeal processes and statutory hearings involving Members
- To maximise opportunities to contribute to decision-making through the promotion and provision of open information, having particular regard to meeting the requirements of the Equalities Standard.
- To ensure the efficient and effective delivery of scrutiny reviews, involving a wide range of participants, to better shape Council practices and services informed by the experience of others.
- To review and maintain the Constitution to ensure it continues to meet the Council's organizational needs
- To ensure a high quality legal service, responsive to clients needs, continues to be provided and reflects new legislative requirements.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External drivers <ul style="list-style-type: none"> • Government initiatives to increase electronic access to Council information. • Local Government White Paper – Strong and Prosperous Communities • Local Election 2007 	<ul style="list-style-type: none"> • Processes for recording information will need to be improved and properly monitored. The implementation of the electronic Committee Management System will need to be completed throughout the Council, including applicable upgrades. • Consideration will need to be given as to how any of the reforms proposed by the White Paper are to be implemented constitutionally. • The election itself will require administration in accordance with statutory requirements. The election turnout may require a programme of improvement. The election of new Members will require an induction programme. 	<ul style="list-style-type: none"> • National E Democracy Project. • White Paper
Corporate drivers <ul style="list-style-type: none"> • Implementation of the new Council's Constitution 	<ul style="list-style-type: none"> • A review of the implementation of the new Council Constitution is needed to ensure it meets corporate governance requirements. 	
Directorate drivers <ul style="list-style-type: none"> • Budgetary Savings 	<ul style="list-style-type: none"> • Budget savings for 2007/08 will require a review of service delivery to ensure that quality services are maintained in light of potential financial constraints. 	
Service drivers <ul style="list-style-type: none"> • Need to ensure information continues to be provided to customers in a convenient and accessible way. 	<ul style="list-style-type: none"> • Provision of information to internal and external customers must be reviewed to identify levels of satisfaction. Systems and services should reflect customer needs wherever possible. 	Equalities Strategy

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Complete the review of the implementation of the new Constitution.	Need to ensure the corporate governance arrangements are operating effectively.
Continue the development of the electronic forward plan within the authority and ensure compliance with constitutional requirements regarding the recording of officer decisions	Need to improve transparency and openness in public awareness of business transacted within the authority and in relation to the recording of officer decisions.
Complete administration of Local Government combined elections.	To ensure that the outcome is a robust legally compliant process.
Develop induction and training package for newly elected councilors, in conjunction with establishing a framework more generally to acknowledge the development needs of Members	To ensure new members understand their roles and responsibilities at an early stage and existing Members are kept properly informed with changes in policy, legislation and working practices..
Enhance new scrutiny work planning and monitoring processes by maximizing IT facilities available through the Committee Management System to track progress with reviews and recommendations.	Need to improve corporate effectiveness of scrutiny function.
Review the operation of the Mansion House.	To ensure that budgets are managed efficiently and that the Business Plan monitored.
Monitor the implementation of the Legal Services framework contract(s) with external providers.	To help support delivery of Gershon efficiencies.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve leadership at all levels to provide clear, consistent direction to the organisation.	<ul style="list-style-type: none"> Improve leadership at member level by encouraging them to adopt the IDeA Members Charter and political skills framework Ensure priorities are properly highlighted in Executive business.
Improve the way the Council and its partners work together to deliver better services for the people who live in York.	<ul style="list-style-type: none"> Develop community leadership skills at member level. Use "community leadership" capacity building funding. Review governance and effectiveness of all partnership arrangements, including their relationship with scrutiny.
Improve our focus on the needs of customers and residents in designing and providing services.	<ul style="list-style-type: none"> Ensure decisions taken by Ward Committees are made available electronically through the Committee Management System.
Improve the actual and perceived condition and appearance of city's streets, housing estates & publicly accessible spaces.	<ul style="list-style-type: none"> Undertake a comprehensive review of the legal powers available to manage street use as part of a strategy for legal action.
Reduce actual and perceived impact of violent, aggressive and nuisance behaviour.	<ul style="list-style-type: none"> Undertake a comprehensive review of the legal enforcement powers available to the Council, the Police and Safer York Partnerships to inform a strategy for action.
Links to other plans List the higher level plans and strategies that your service area supports (i.e. a partnership strategy) <ul style="list-style-type: none"> The Constitution The Forward Plan The Delivery and Improvement Plans for the Corporate Priorities. 	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • A high level of service to all our customers • We understand and meet the diverse needs of all our customers by providing more accessible and tailored services • Increased public awareness & participation 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • To carry out a review of customer engagement with a view to improving participation and access to information. • Undertake research through RESOP in relation to telephone calls/correspondence • Complete review of Constitution and amend to meet changes in customer needs. • Attach reminder slips to Legal Services Quality Monitoring questionnaires to encourage customers to return. • Provide new Members with appropriate skills and knowledge helping them to contribute confidently to the Council and residents, in their role as Councillors
	C1: (Democracy) % of residents satisfied with the public participation scheme	75%	80%	85%	90 %	
	C2: (Democracy) % of customers accessing information on new Committee Management System via the Council website.	75 %	80%	85%	90%	
	C3: (Legal Services) % of Quality Monitoring questionnaires rated good or very good.	75%	80%	80%	80%	
	C4: Telephone calls are answered within 20 seconds (CG2)	Qtr 3 94% (Cex's)	96% (Cex's)	96% (Cex's)	96% (Cex's)	
	C5: % of letters replied to within 10 working days (CG3)	Qtr 3 95% (Cex's)	99% (Cex's)	99% (Cex's)	99% (Cex's)	
	C6: % of stage 2 & stage 3 complaints responded to within 10 days (CM10 & CM11)	Qtr 3 100% (Cex's)	95%	95%	95%	
	C7: % of visitors seen by an officer within 10 minutes (CG4)	100%	100%	100%	100%	
	C8: % of visitors referred to the correct officer within a further 10 minutes (CG5)	100%	100%	100%	100%	
	C9: (Democracy) Number of new Members who received all of their identified training during their first Municipal Year	0	20	23	24	

Process based improvement

Outcomes	Measures				Actions	
	Measure	Current	2007/08 Target	2008/09 Target		2009/10 Target
<ul style="list-style-type: none"> • Voter registration increased • Decisions made at the right level, in accordance with constitutional requirements. • Improved working practices in relation to the full decision making process. 	P1: (Electoral) Return of registration forms	93%	95%	95%	95%	<ul style="list-style-type: none"> • Promote telephone registration for voters. • Introduce internet registration for voters. • Continue to review processes within the canvass • Monitor new Committee Management System to integrate document availability and further develop available facilities. • Introduce process for the tracking of approved recommendations and provide reminders and outstanding actions reports to Directorates. • Collate information from Outside Bodies and introduce Directorate Support Arrangements • Provide more support to staff dealing with outside body appointments • Link consultation with members on Outside Bodies to the PDP process • Provide targeted number of PDPs for Members focusing on newly elected members as part of induction process. • Monitor the Forward Plan and Officer Decision Log to ensure decisions are taken at the right level and at the right time.
	P2: (Democracy) % of reports received after the receipt deadline	NEW	10%	5%	0%	
	P3: (Democracy) % of actions implemented in relation to meeting actions database within timeframe set (full council only)	75%	80%	80%	85%	
	P4: % of invoices paid within 30 days (BVPI 8)	Qtr 3 91% (Cex's)	94% (Cex's)	95% (Cex's)	96% (Cex's)	

Finance based improvement

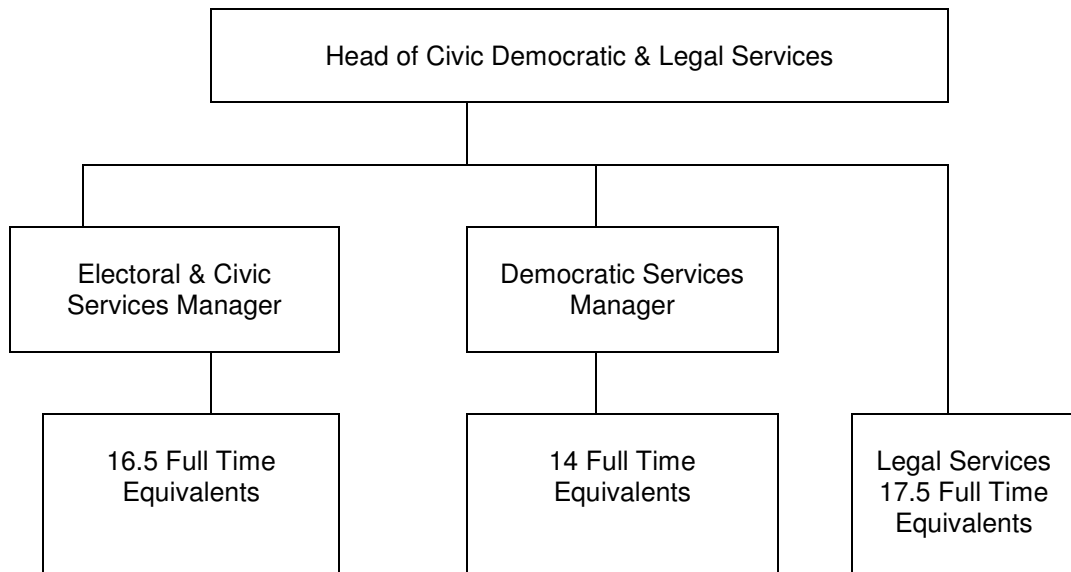
Outcomes	Measures				Actions	
<ul style="list-style-type: none"> Staff resources in the teams are adequate to deliver the service Ongoing budgetary pressures met Continued reduction in printing costs IT provisions meet the needs of the Electoral Administration Bill 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> To finalise staffing arrangements To liaise with IT & T to ensure IT equipment and software are capable of implementing changes
	F1: % Budget Spent	Qtr 3 99.8%	<100%	<100%	<100%	

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Improved staff skills and training in specialized areas Improved information to and communications with staff Improved understanding of staff development needs 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> To identify specific training needs in appraisals and one to ones To hold regular team and group meetings Monitor sickness levels and follow Sickness Management procedures.
	S1: (Democracy) % staff trained in appropriate skills to deliver specific services, as identified in PDPs.	100%	100%	100%	100%	
	S2: % staff who have had an appraisal in past 12 months (CP14)	100% (Cex's)	100%	100%	100%	
	S3: (Legal Services) Solicitors and Legal Assistants training targets met	16 hours per year	16 hours per year	16 hours per year	16 hours per year	
	S4: No. of days lost due to sickness absence (incl. Stress) (BVPI 12)	05/06 8.98 (Cex's)	<8 days (Cex's)	<8 days (Cex's)	<8 days (Cex's)	
	S5: No. of days lost for stress related illness. (CP13a)	05/06 0.45 (Cex's)	<1.4 (Cex's)	<1.3 (Cex's)	<1.2 (Cex's)	
	S6: No of RIDDOR accidents amongst council staff (CP11a)	05/06 0 (Cex's)	0 (Cex's)	0 (Cex's)	0 (Cex's)	
	S7: Overall Staff satisfaction rating from Staff Survey	57% (Cex's)	70% (Cex's)	No survey	72% (Cex's)	

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Improve registration of 16/17 year olds in the annual canvass to encourage participation in the electoral process.	Oct 2007
Improve access to information via the Committee Management System to reach a wider audience.	Ongoing.
Operational Risk – red risk action/s	
Elections officers have developed a specific business continuity plan to manage risks identified as having a potential impact on the delivery of a successful election in May 2007. Elections Manager, Head of Civic, Democratic & Legal Services, Director of People and Improvement and the Chief Executive have programmed meetings to monitor the election preparations and the management of risks.	May 2007
Gershon – Efficiency improvement	
Complete and monitor effectiveness of framework contract(s) for the provision of external legal advice.	Dec 2007
Complete relocation of legal services staff to the Guildhall. Savings in the region of £34k a year for each of the next 3 years are likely to accrue to Chief Executive's from re-siting Legal into the Guildhall (combined with re-siting Neighbourhoods into space vacated by Legal).	June 2007
<u>Competitiveness statement</u>	
Legal Services participates in benchmarking groups and compares process and costs with other local authorities. A Framework Agreement for the provision of external legal advice which will be in place on 1 st April 2007 will enable comparison of private sector costs. Legal Services also has LEXCEL (Legal Excellence) accreditation from the Law Society for its efficient, effective and legally sound procedures.	

Section 7: Resources**CIVIC, DEMOCRATIC & LEGAL SERVICES (INCLUDING SCRUTINY, CORONERS, PROBATION & MAGISTRATES)****Budget**

	<u>2006/07</u>	<u>2007/08</u>
	£'000	£'000
Employees		
Premises	1,485	1,597
Transport	49	50
Supplies and Services	31	42
Miscellaneous	1,125	1,323
– Recharges		
– Other	230	255
Capital Financing	23	23
	0	0
Gross cost	2,943	3,290
Less Income	(723)	(765)
Net cost	2,220	2,525

There has been a 12% increase in our gross budget excluding since last year. This is primarily due to one off growth to fund the 2007 elections.

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.



**Meeting of Executive Members for City Strategy
Advisory Panel**

26th March 2007

Report of the Director of City Strategy

DIRECTORATE OF CITY STRATEGY SERVICE PLANS 2007/08 STAGE 2

Summary

1. This report seeks Executive Member approval for 2007/08 Service Plans Stage 2 for Economic Development (Annex 1) and Strategic Partnership Team (Annex 2) that fall within the Leader's portfolio.

Background

2. In previous years, actions and targets set out in the service plans which were approved by EMAPs in December, often changed once the budget was approved and/or when more meaningful performance information became available nearer the end of the year.
3. To help address this and deliver more integrated service and financial planning, the council's service planning process has changed. EMAPs are now being presented with information in 2 stages:
 - Stage 1 – summarised service plan templates have been completed which focus on headline challenges and/or changes our services are facing for 2007/08 and beyond. These were presented to EMAPs for consideration and comments in December 06.
 - Stage 2 – once the budget has been approved service managers will be able to finalise improvement actions and 3-year targets. The full version of the service plans are being presented to EMAP's for approval.
4. Table 1. below 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 Stage 1 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 • Waste Procurement 		Sian Hansom	City Strategy
Economic Development	<ul style="list-style-type: none"> • Economic Development • York Training Centre • Future Prospects • City Centre Management and Markets 		Roger Ransom	Leader
Strategic Partnership Team	<ul style="list-style-type: none"> • Strategic Partnership Team 		Roger Ransom	Leader

Consultation

5. The Stage 2 Service Plans have been approved by the Director of City Strategy and the Directorate's Management Team.

Options and Analysis

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

Corporate Priorities

7. The Service Plans stage 2 will support the Organisational Effectiveness Programme.

Implications

8.
 - **Financial** There are no financial implications.
 - **Human Resources (HR)** There are no human resource implications.
 - **Equalities** There are no equalities implications.
 - **Legal** There are no legal implications.
 - **Crime and Disorder** There are no crime and disorder implications.
 - **Information Technology (IT)** There are no IT implications.
 - **Property** There are no property implications.
 - **Other** There are no other implications.

Risk Management

9. 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

10. That Executive Member approve the 2007/08 Stage 2 Service plans for Economic Development and Strategic Partnership Team

Reason : To monitor and review service planning issues and challenges facing City Strategy in the near future.

Contact Details

Author:

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Development
Resource and Business
Management
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Chief Officer Responsible for the report:

Sian Hansom
Assistant Director
(Resource and Business Management)

**Report
Approved**



Date 13/3/07

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.

Annexes

Annex One - Service Plan 2007/08 Stage 2 - Economic Development
Annex Two - Service Plan 2007/08 Stage 2 - Strategic Partnership Team

AMRK
07/03/07

ANNEX 1



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: ECONOMIC DEVELOPMENT

Directorate: CITY STRATEGY

Service Plan Holder: ROGER RANSON

Workplans: BRYN JONES

Director: BILL WOOLLEY

Signed off *Date:*

EMAP : _____

Signed off *Date:*

Section 1: The service

Service description

The Economic Development service, primarily, though not exclusively, is responsible for delivering the Local Strategic Partnership's "Thriving City" objective and the evolving Local Area Agreement Economic Development and Enterprise block within. **Exclusive responsibility applies to the City Council's new Corporate Priority as it relates to Science City York's contribution to economic prosperity and, shared with other deliverers, the Priority need to improve people's employment skills/knowledge and the Priority need to improve the life chances of the most disaffected and disadvantaged. Impacts are also apparent on other Corporate Priorities and these are described in the Service Plan.**

The following service functions help deliver these:-

1. Developing the economic strategy for the city within a global context having an increasing impact.
2. Business Support services and monitoring economic trends.
3. Regional, sub-regional and City Region activity.
4. Operational management of the city centre, including events and markets, alongside council inputs into the City Centre Partnership
5. Science City York
6. First Stop York (the emerging York Area Tourism Partnership)
7. Labour Market and Skills Development leading to employment (or employability).
8. York Training Centre

The focus is on partnership working to maintain a prosperous and flourishing economy that can sustain high employment rates and generate good quality jobs available for all residents from York (and beyond).

Service objectives

The service objectives are:-

- * to generate business growth and start-ups in science and technology industries, tourism and other key business sectors in order to maintain existing jobs and provide higher quality, sustainable and higher paid jobs.
- * to support residents (especially the more marginalised) into learning and work and improve employability and skill levels in key areas of the economy. This to be done through increased partnership working, especially in relation to the major redundancies recently announced.
- * to attract investment to strengthen the city's high growth sectors and generate high quality jobs through partnership working and the maximisation of external funding.
- * to promote pride in the city including high quality services and products from York businesses.
- * to create a vibrant city through a proactive partnership approach to visitor management and by increasing investment.
- * to ensure that the universities and other higher education providers contribute to business growth and generate quality jobs and underpin skills/training opportunities for local people.
- to collaborate with regional, sub-regional and City Region partners in providing a complementary approach to infrastructure provision, including new/improved transport communication links, to underpin new and innovative business activity and jobs.
- ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Government White Paper published in October 2006 addresses local authority economic development responsibilities. An implementation plan has also recently been published. • Production of a strategic review of economic development “Future York” to report in the Spring of 2007. Strategic Review established in response to on-going structural change in the York economy. • Increasing importance of regional/sub-regional agendas and of York’s role within the Leeds City Region. Need to fully exploit Yorkshire Forward’s changed Investment Plan process. • Increasing global competition making it more challenging to maintain York’s position as a market leader in “knowledge and science”. • Develop the potential of York’s status as a national science city alongside Manchester, Newcastle, Birmingham, Bristol and Nottingham. • Increasing competition on the city centre and pressures on the retail sector. • Increasing competition in leisure/business tourism markets coupled with a need to increase investment in the city’s heritage/tourism product. 	<ul style="list-style-type: none"> • A review of the City Council’s activity for 2007 and beyond will be required in the light of its recommendations and to engage in and maximise resources from sub-regional, city-region and regional partnerships including the Sub-Regional Investment Plan/Regional Economic Strategy and European funding. (See also the ‘Future York’ driver below.) • Consider the findings of this Review and incorporate within the work of the City Strategy Department and the ongoing Local Strategic Plan process. Consider the most effective ways of incorporating “Future York” findings into cross-council workings. • The White Paper also deals with the emerging City Regions and their future governance. York, already heavily involved in producing the latest iteration of the Leeds City Region Development Programme, will need to consider its response. • Focus intervention/action on the City’s key economic drivers – Science City, tourism and the city centre economy. Changes in the structure of Science City recently implemented with the appointment of a new Chief Executive in the pipeline. Investigate potential of changed European funding mechanisms to fund innovation. This is a Corporate Priority area. • Through the revised structure now in place for Science City York, explore the opportunities a national role can bring involving HM Treasury, DTI and the other 5 cities. Help devise an action plan. This is a Corporate Priority area. • City Centre Partnership now up and running. Action Plan produced with work now focusing on the creation of a Business Improvement District. Consultation with business community in Spring on this. • Amended tourism structures being developed for the region. First Stop York (FSY) actively engaged. Develop greater regional and 	<p>Government White Paper “Strong & Prosperous Communities”</p> <p>Report to be produced in the Spring of 2007 by Future York Group.</p> <p>Government White Paper “Strong & Prosperous Communities”</p> <p>A Corporate Priority DIP6 “Science City”</p> <p>A Corporate Priority DIP6 “Science City”</p> <p>Yorkshire Forward’s</p>

	sub-regional role for FSY which needs to evolve into an Area Tourism Partnership. Implement the findings of the Events Review.	Regional Economic Strategy
<p>Corporate drivers</p> <ul style="list-style-type: none"> On-going reduction in York’s manufacturing sector due to global market place pressures resulting in an urgent need for an appropriate skills strategy for the City (now being developed through a newly formed Adult Learning & Skills Steering Group). The Leitch report to Government has also emphasised the importance of workforce skills to support future economic prosperity. On-going need to influence employment land through the Regional Spatial Strategy and Local Development Framework. Balancing and using the successful economy in a sustainable way to achieve high environmental standards and quality of life, available to all. Leading on the “Thriving City” theme in the Community Plan and contributing to other aspects where there is a support role. Results of the job evaluation process will need to be implemented from April. Maximising external funding opportunities. 	<ul style="list-style-type: none"> Need to address skills gaps and barriers to work for all residents in an increasingly specialised workplace. The Lifelong Learning Partnership with Future Prospects and York Training Centre will be key in developing the appropriate responses and reducing marginalisation/improving life chances (based on the Steering Group’s recommendations). These are Corporate Priority areas. Requirement for increased supply of (especially quality) employment sites/accommodation. Bring forward the York Central development and other major site opportunities with employment potential. Ensure that the University of York’s future requirements can be met – this is closely allied to the Science City York Corporate Priority. Need to ensure that the Council’s sustainability imperatives are incorporated with its Economic Development activity. These 2 plans alongside the Corporate Priorities give the overall strategic context (based on extensive public participation) to the Economic Development service. 	<p>These are Corporate Priority Areas. DIPs 5 and 8 “Skills” and “life chances”</p> <p>Local Development Framework. This is a Corporate Priority Area being closely allied to DIP6 “Science City”</p> <p>LSP</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> Lead on the Local Strategic Partnership’s ‘Thriving City’ theme and its Local Area Agreement Economic Development and Enterprise block. Deliver on the Council’s new Corporate Objectives, recognising that economic development work contributes cross-council to other Important imperatives. Need for a modern, uncongested transport 	<ul style="list-style-type: none"> Need to develop, through the new City Strategy Department, cross-council working on all matters related to the economy and also get better economic development “buy-in” to Safer City, Learning City, Anti-Poverty, Inclusion and workforce development policies. Work with the City Strategy Directorate’s transport and planning teams to ensure delivery. Also the railway industry/train operating 	<p>Local Strategic Partnership</p> <p>Local Transport Plan</p>

<p>infrastructure and improved international travel connections to meet the requirements of a modern, knowledge-based economy.</p> <ul style="list-style-type: none"> • Engaging with partners and the wider community on Economic Development matters whilst supporting partners' own programmes. The context for this will be provided through the revitalised Local Strategic Partnership. • Deliver the new Economic Development and Partnerships section within the City Strategy Department. • 5% cut in budget required for 2007/8. 	<p>companies and airports (alongside City Region and regional imperatives). Developing sustainable transport usage is a Corporate Priority.</p> <ul style="list-style-type: none"> • Continue to develop collaborative responses to issues, maximising the use of resources and, where appropriate, further encourage partner co-ownership and community awareness. This is a Corporate Priority area for the whole Council. • Need to ensure the greater integration of strategic policy and actions including those flowing out of the Local Strategic Partnership • Need to monitor savings areas and seek alternative funding schemes if possible. 	<p>This is a Corporate Priority DIP12 "better partnership working"</p> <p>LSP</p>
<p>Service drivers</p> <ul style="list-style-type: none"> • External validation of quality systems required to draw down funding from regional and national bodies. • Need to monitor and develop effective local p.i.'s. • Effective partnership working, including support for partners' own programmes. • Embed Equalities Agenda across all economic development. • Maximise impact of economic development activity in all aspects of education, Anti-poverty and social inclusion agendas. 	<ul style="list-style-type: none"> • Ensure that internal quality systems are in place. Potential refocus of service priorities resulting in need for further evaluation and monitoring of systems. Consider in light of "Future York" review. • P.i.'s are on-going and constantly monitored/developed. • Continue to develop collaborative responses to issues, maximizing the use of resources and where appropriate further encouraging partner co-ownership. • Need to monitor Equalities agenda, incorporating improvements into the Economic Development Programme as necessary. • Contribute and develop new schemes and responses in association with lead partners. 	<p>LSP</p> <p>Council Equalities Agenda</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Begin to implement the findings of the "Future York" Strategic Review	Develop a delivery programme to implement review findings in view of on-going re-structuring of the York economy and increasing external economic pressures. This work will have major significance on Corporate Priorities.
Restructured Science City York initiative can now step-up a gear and improve performance/penetration in the local context and beyond. Improving the contribution that Science City York makes to economic prosperity is one of the Corporate Priorities and is being developed through the Delivery and Innovation Plan.	The period taken to devise and implement structural changes has impacted on this financial year's outcome delivery. This short-term issue is being addressed. The employment of a new high profile Chief Executive will provide new impetus at all levels of service delivery in the future. Modified p.i.'s can be considered at this stage and consider modified delivery arrangements. This is a Corporate Priority area.
The priority performance improvement for York Training Centre will be the increased penetration of the City Council for the delivery of its range of training services/courses to Council staff (potentially including other organisations).	The City Council, as a community leader, needs to provide good quality training to meet its own service objectives in the round. This could improve corporate working, create a higher skilled workforce and assist with retention. York Training Centre, as the provider, would benefit from the income generated. Increasing skills and knowledge and improving life chances are Corporate Priority areas.
Complete the review of tourism services and implement recommended management changes to form the York Area Tourism Partnership and work with this new partnership in the future	There is a requirement to meet a challenging 5%pa growth target in tourism earnings. Performance, in this respect, will be reviewed by Yorkshire Forward at Area Tourism Partnership level in October 2007.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Dip2: 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.
Dip5: 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.
Dip6: Improve the contribution that Science City York makes to economic prosperity.	The Assistant Director Economic Development & Partnerships is the Theme Champion for this Dip. Further developing the potential of Science City York is a cornerstone of the modernizing agenda for the economy.
Dip7: 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.
Dip8: Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.	This is linked to both Dip5 and Dip7 and Future Prospects and York Training Centre will be main catalysts of change, the most disadvantaged bringing people into employment and enabling others to climb the career ladder.
Dip12: 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 best ways to engage with the business community need to be agreed and the work of the Future York Group will help enormously with this.

Links to other plans

Council:-

- Community Plan
- Council Plan
- Local Transport Plan 2
- Local Development Framework/Local Plan
- Anti-poverty Strategy (evolving)
- Social Inclusion Strategy (evolving)

External:-

- Yorkshire Forward – Regional Economic Strategy, Sub-Regional Investment plan
- Regional Assembly – Regional Spatial Strategy
- Leeds City Region Development Programme
- Skills Strategy – Lifelong Learning Partnership
- A range of external national/regional policies e.g. LSC, DfES, JobCentre Plus, etc.
- National Science Cities Joint Action Plan (evolving)

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
<ul style="list-style-type: none"> High customer satisfaction with services provided. Increasing residents' participation in the labour market 	C1 Customer satisfaction response at Future Prospects	98%	97%	97%	97%	<ul style="list-style-type: none"> York Training Centre to achieve good outcome in Adult Learning Inspectorate assessments. Matrix Standards accreditation maintained also in Future Prospects. Improving life chances is a Corporate Priority area and the work of Future Prospects and York Training Centre needs to be built into the new Children and Young Peoples' Plan. "Customer First" accreditation maintained by Science City York (a Corporate Priority area) and Tourism Connections Enhanced Science City York (a Corporate Priority) and tourism based services (through improved tourism delivery mechanisms) within the Sub-Regional Investment Plan process. Develop the plan to improve visitor information centres. Continue to improve awareness among local people of the job and skill opportunities of the future. This is a Corporate Priority Area. Work with the Retail Strategy Group and the City Centre Partnership to develop a business plan and new p.i's to promote and monitor city centre retail performance.
	VJ3: % of residents using Future Prospects' services that obtain jobs or enter training	21%	20.0%	20.0%	20.0%	
<ul style="list-style-type: none"> High levels of employment in the York (and surrounding area) economy 	VJ15a: York's unemployment rate below the regional rate	1.5% below	1.5% below	1.5% below	1.5% below	
	VJ15b: York's unemployment rate below the national rate	1.25% below	1.0% below	1.0% below	1.0% below	
<ul style="list-style-type: none"> Sustained economic prosperity and business activity 	VJ15d: balance of firms where turnover has grown rather than fallen	16.1%	20.0%	20.0%	20.0%	
	VJ15c (business confidence): balance of firms expecting turnover to rise in the future rather than fallen	29.6%	20.0%	20.0%	20.0%	
<ul style="list-style-type: none"> High level job and business growth within Science City York 	VJ7a: additional jobs through Science City York VJ7c: new businesses	290 15	350 15	400 15	450 15	

<ul style="list-style-type: none"> • High level of visitor spend in York • Increased number of new businesses set up using Business Link support • Additional monitoring of retail performance in the city centre 	VJ8a: increase average visitor length of stay by 1% annually VJ8b: visitor spend assessed through economic impact modelling	1.0%	1.0%	1.0%	1.0%	<ul style="list-style-type: none"> • Through the City Centre Business Plan encourage a central area Business Improvement District to be established. • Develop actions to capitalize on the government's designation of York as a national Science City and a major partner in the Leeds City Region Development programme. • Work with the newly established Lifelong Learning Skills Group to develop a Skills Strategy for the city. A Corporate Priority area. • Encourage greater awareness and use of Business Link services. • Develop the Local Strategic Partnership to consider the wider sub-regional and city-region economies. • Review City Council involvement in the York and North Yorkshire Partnership Unit in the light of the decision taken by Yorkshire Forward on the investment process.
	VJ8b: visitor spend assessed through economic impact modelling	£311.8 million	£327.4 million	343.7 million	360.9 million	
	VJ9e: number of new business starts	140	141	155	171	
	C10: improved business performance in the retail sector	Survey and consultation process now in place. P.I. to be established through emerging City Centre Partnership business plan.				
	Correspondence replied to within 10 days across (Economic Development and Partnerships) EDP	100%	95%	95%	95%	
	Telephone calls are answered within Customer First standards across EDP	91.48%	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Ensure processes in place to draw down external funds and meet external audit/inspection requirements 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Good quality (internal audit approved) contract and financial management systems in place for each contract. Yorkshire Forward's decision on the investment process needs to be understood in relation to its impact on York and its economic hinterland/York's membership of the Leeds City-Region. Exploit recent European Union funding changes to York's advantage.
	PI: Compliance with contract requirements and audits	100%	100%	100%	100%	
	P1: Invoices paid within 30 days across EDP	New indicator no data available	95%	95%	95%	

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Maximise use of resources. Increased Sub Regional Investment Plan funding for Science City York. Additional Sub-Regional funding for City Centre Partnership. Increase resources on City Centre retail related activity Exploit European Union funding changes to York's advantage. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Monitor/manage performance (through P.I.s) whilst managing spend. Manage/monitor contracts with Yorkshire Forward and draw down funds. Understand the implications for York on the changes Yorkshire Forward has recently announced to the investment process.
	F1: Spend against budget	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F2: Amount of funding drawn down	£350K	£550K	£520K	£430K	
	F3: Amount of funding drawn down	£150K	£100K	-	-	

Staff based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> Effective staff appraisal, including training and development plans. Improved staff productivity and welfare. through improved attendance. Improved staff morale. 	<table border="1"> <thead> <tr> <th data-bbox="680 272 996 304">Measure</th> <th data-bbox="996 272 1137 304">Current</th> <th data-bbox="1137 272 1263 336">2007/08 Target</th> <th data-bbox="1263 272 1388 336">2008/09 Target</th> <th data-bbox="1388 272 1514 336">2009/10 Target</th> </tr> </thead> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Regular and timely monitoring and management of HR information, appraisals, and health and safety processes.
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target		
	S2 % staff appraised within EDP	78% (2005/06)	100%	100%	100%		
	S3 No. of staff days lost to sickness (and stress) within EDP	11.26 days	Less than 10 days	Less than 10 days	Less than 10 days		
	S3 Days lost for stress related illness as a % of sickness days taken within EDP	24%	Not target based	Not target based	Not target based		
	S4 Staff satisfaction level from staff survey within EDP	78%	Every 18 months	85%	Every 18 months		
	% starters completing induction process across EDP	60% (05/06)	80%	80%	80%		
	% leavers completing exit process within EDP	60% (05/06)	80%	80%	80%		

Section 6: Corporate Issues

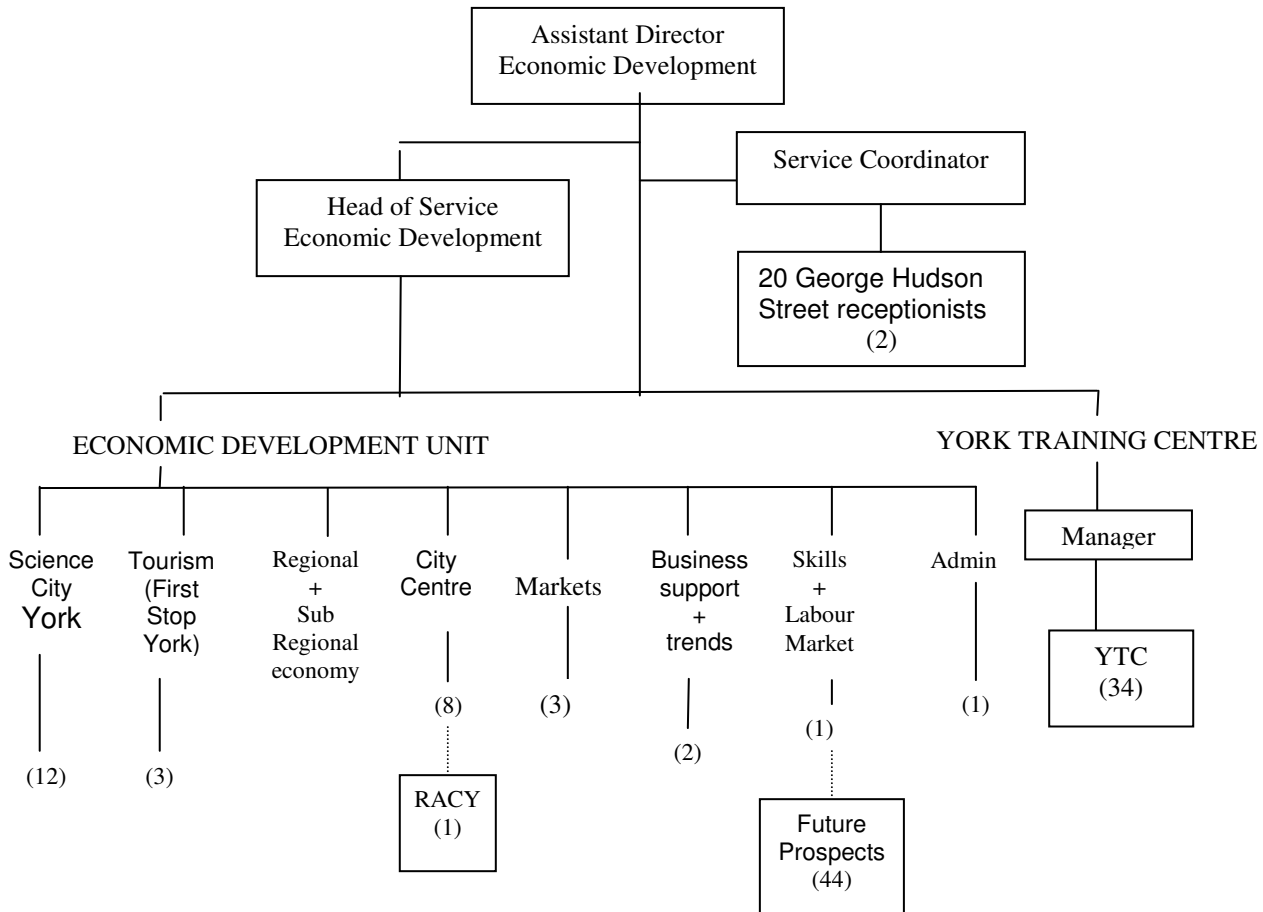
Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Constant review and monitoring of Economic Development Programme services • Ensure that economic development related websites are fully DDA compliant. • Ensure that services provided by Future Prospects and York Training Centre, in particular in their dealings with marginalized and minority groups continue to meet Matrix Quality standards. • York Training Centre to disseminate Equality Champion Training principles throughout the organization and create new procedures for in-house quality manual. • City Centre Partnership to include physical access issues in its forthcoming Business Plan. • Ensure that the emerging Visitor Information Services are fully DDA compliant. • Improve event marketing actions, ensuring that all residents and visitors can benefit from each new calendar. Start implementing the new Event Strategy. 	<p>On-going On-going On-going</p> <p>2007/8</p> <p>2007/8 2007/8</p> <p>2007/8</p>
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> • Need to evaluate and monitor service delivery in the light of three year annual 5% budget cuts. • Possible failure to obtain external funding from partners requiring constant assessment of staff resource planning. • Health and Safety issues surrounding event management – need to ensure that appropriate courses are attended by the relevant officers. • Staff long-term illness or need to operate through short-term contracts could lead to operational difficulties requiring greater emphasis on succession issues and regular occupational health assessments. • Inability to hit agreed targets will inevitably mean less external funding. • Loss of IT/phone systems requiring the production of hard-copy back-up. • International event impact on visitor numbers requiring monitoring and effective service delivery response. Constant need to understand market segmentation.. 	<p>On-going On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going On-going On-going</p>
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> • Efficiencies constantly being sought bearing in mind that few goods are proved and the high value for money returns being levered through partnership working • Enhanced services/greater service efficiencies may be possible through new regional tourism policy arrangements. • The new visitor information Services are leading to increased income through better service provision and this should be stepped up. • Greater income may be possible through increasing prices of tickets at events and further increase in prices for stallholders at speciality markets • Examine potential efficiencies through the evolving City Strategy Directorate. 	<p>On-going</p> <p>2007/8</p> <p>2007/8</p> <p>2007/8</p> <p>on-going</p>

Competitiveness statement

- The 2003 Best Value Review (which looked at delivery methods inter-alia) and the 2005 internal audit confirmed the high efficiency of the Economic Development Group's service provision. Council tendering and procurement procedures are always followed.
- The majority of work undertaken within the Group is through successful and effective partnership arrangements with the private sector, educational establishments, government agencies etc. This generates high levels of external funding. In round figure terms, for every £1 the Council puts into these arrangements, £3 worth of services are delivered to York people. Revamped Local Strategic Partnership arrangements will help this to continue in the future.
- The Science City York initiative has been used as an exemplar by national government in the Lambert Review and York has been designated one of only six national Science Cities.
- Likewise Future Prospects has been used as a national exemplar by government. It has a 97% customer satisfaction rating and is a holder of the National Matrix Excellence Award (one of only three Advice & Guidance services to achieve this). Future Prospects is the only organization that has won the National Matrix Excellence Award twice.
- In tourism services assessment, benchmarking against similar heritage cities takes place. Such benchmarking activity will be expanded from 2006.
- York Training Centre is benchmarked against national standards and has demonstrated above average performance.
- York Training Centre and Science City York are regularly subject to external audits which have indicated good performance.
- Unemployment levels are lower than the regional and national figures, performance indicators demonstrate a positive longer-term trend and York's share of GVA regional growth in the period 1997 – 2002 has been 5.8% against a figure of 3.5% of the regional population. A range of other indicators are also positive.
- The best ways of working the Group in a strategic context on split sites needs to be quickly established. However, the opportunity exists to develop better quality partnership based working within the context of the LSP.

Section 7: Resources

The Economic Development service employs 115 staff. The majority of which are supported through external funding.



Section 7: Monitoring and reporting arrangements**Budget**

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 2,707k	£ 2,653k
Premises	£ 303k	£ 280k
Transport	£ 45k	£ 41k
Supplies and Services	£ 1,262k	£ 1,402k
Miscellaneous	£ 786k	£ 786k
– Recharges	£ 786k	£ 786k
– Other	£ -	£ -
Capital Financing	£ 252k	£ 252k
Gross cost	£ 5,354k	£ 5,414k
Less Income	£ 3,578k	£ 3,598k
Net cost	£ 1,776k	£ 1,816k

There has been a 2% increase in our budget since last year. This is due to £62k pay and prices less £-22k savings.

Section 7: Monitoring and reporting arrangements

Monthly reviews are undertaken at Group Management Team level, feeding into Departmental Management Team as established by the City Strategy Performance Management Framework. Monthly, quarterly and annual reports on Local P.I.'s (no BVPI's for economic development exist) are reported to members as part of the Council's Performance Management Framework. Quarterly reports are presented to the Economic Development Board. Quarterly reports on budgets are reported to the Executive leader Advisory panel. Monthly meetings are held between the Assistant Director and the Leader of the Council.

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ANNEX 2



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Strategic Partnership Team

Directorate: City Strategy

Service Plan Holder: Roger Ranson/Nigel Burchell

Workplans: n/a

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy

Signed off

Date:

Section 1: The service

Service description

The Strategic Partnership Team leads on the development of city leadership at a strategic level and focuses on the City Vision and Community Strategy. This is delivered by developing and supporting York's Local Strategic Partnership, Without Walls and through involvement of strategic partners and residents. Without Walls links together a wide network of strategic delivery partnerships in the city, including:

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

Which are in turn underpinned by key organizations and interests including: North Yorkshire Police, York and North Yorkshire PCT, Chamber of Commerce and private sector interests, York CVS, University of York, St Johns University, York College, Yorkshire Forward etc

The team also plays a vital coordination role by seeking to align the relevant parts of the council with the objectives of strategic partners and the overall Community Strategy. Specific support and development is provided to the Without Walls Partnership, Executive Delivery Board and Inclusive York Forum. The work of the team is key to the delivery of the corporate improvement priority to 'Improve the way the council and its partners work together to deliver better services for the people who live in York'.

Service objectives

The service objectives are:-

- To monitor, review and report back progress towards achieving the targets set out in the Community Strategy 'York – a city making history' and in the Local Area Agreements outcomes framework for 2007-2010;
- To assist in the development and management of the council's relations with external partners throughout the public, private, voluntary and community sectors;
- To support effective partnership working across the council and between organisations to better deliver the citywide improvement objectives;
- To support the overall development of partnership working within the city to create a vibrant city that is underpinned by a prosperous and flourishing economy that is beneficial to residents, visitors and other key stakeholders
- Make most effective use of the voluntary sector in line with agreed criteria to build voluntary sector infrastructure and provide specific funding with the aim to reduce poverty and exclusion within the city
- Supporting and developing Inclusive York Forum and other partnerships as appropriate including linking to the citywide Community Strategy and LAA
- Ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service
Government White Paper published in October 2006 and the Lyons review, which is pending	These policy agendas emphasise the importance of ‘place shaping’ and incorporate the Government vision of “revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them”.
Government consultation on the future of Local Strategic Partnerships	The findings of this consultation puts LSPs, with a new ‘duty to cooperate’ on all partners, at the heart of efforts to deliver the Sustainable Communities agenda through sustainable community strategies.
Comprehensive Spending Review 07	The LAA is likely to become the conduit for all area based government funding in the future and the importance of the LSP / LAA will grow with time. A decision is likely to be made in CSR07 whether to continue with a third generation of performance reward targets (Previously named LPSA targets). The future role and positioning of cities and city regions is also anticipated to be determined by CSR07
Production of a strategic review of economic development “Future York” to report in the Spring of 2007.	Consider the findings of this Review and incorporate within the work of the Directorate of City Strategy and the ongoing Local Strategic Plan process. Consider the most effective ways of incorporating “Future York” findings into cross-council workings.
Increasing importance of regional/sub-regional agenda and of York’s role within the Leeds City Region and North Yorkshire sub-region.	To continue to ensure that the Community Strategy and Local Area Agreement are set within the context of regional and sub regional policy and strategy. To ensure York is fully engaged in the development of any Multi Area Agreements for the Leeds City Region and/or the North Yorkshire sub region.
Government focus on increasing public service delivery by the voluntary and community sector (the ‘third sector’)	Need to further build Compact principles and good practice into Council and others’ partnership working with the VCS in the city and consider how to support increased effective service delivery by the sector.
CPA 2008 Assessment – Partnerships.	To ensure that our service demonstrably contributes to the best possible CPA scoring in respect of partnerships.

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Council Leaders embracing the strategic leadership role of 'place shapers' and using this as a catalyst for investing in partnership working and improving citywide strategic leadership.	York is at a critical crossroads in terms of strategic positioning and future direction. Future success will require a clear strategic direction and the council to ensure that partners have clear vision, sound governance arrangements, transparent finances and a healthy overall risk assessment. These will also help the councils 2008 CPA rating and future CAA rating in 2009. This will help achieve the corporate priority – Improve the way the council and its partners work together to deliver better services for the people who live in York.
Clear strategic direction for the future economic and physical development of the city derived from the review and refresh of the Community Strategy, 'Future York' and LDF processes.	These processes will determine key drivers and constraints that can shape the future of the City, reflect the views and needs of community stakeholders. The Community Strategy will be revised during 2007/08 and developed into a Sustainable Communities Strategy which will be based on the LAA and include the outcomes and indicators developed in 2006/07. There is a particularly strong link with the teams companion corporate priority – Improve the contribution that Science City York makes to economic prosperity.
Support the development of the Leeds City Region Development Programme	To enable York to play a full and effective role in the City Region

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve the way the council and its partners work together to deliver better services for the people who live in York	The Director of City Strategy is the champion for this improvement priority and will be supported by the team.
Each of the 9 outward phasing improvement priorities are, to a greater or lesser extent, vital to the delivery of both the Community Strategy and LAA.	<p>The review of the Community Strategy will involve a number of stages to identify and test what is important now and how things have changed since the launch of the first strategy in July 2004. The process will include identifying key issues from recent partner consultations, including the views of key stakeholders such as children and young people through CYP planning processes and the rationale behind the council improvement priorities selected.</p> <p>Throughout development of the strategy we will be offering a wide range of stakeholders the opportunity to comment on the issues facing the city, to suggest solutions and identify how they can contribute to them.</p>
<p>Links to other plans</p> <ul style="list-style-type: none"> • National - LG White Paper - Strong and Prosperous Communities & CSR 2007 • Regional: Advancing Together – Vision for Y&H Region • Regional Economic Strategy • Regional Spatial Strategy 	<ul style="list-style-type: none"> • Regional Housing Strategy • Leeds City Region Development Programme • Yorks Community Strategy and underpinning strategic plans e.g Yorks Economic Development Strategy; Yorks LDF; Yorks LTP2; • Yorks Housing Strategy; Community Safety Plan; Children and Young People Plan; Anti Poverty Strategy

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> A revised Community Strategy that is equally realistic and meaningful to both key strategic decision makers and communities and neighbourhoods by March 2008 Progress delivery of LAA outcomes and indicators by March 2008 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Review our approach to consulting with partner organisations Review Community Strategy and establish a Sustainable Communities Strategy (incorporating the Local Development Framework) Sustainable Communities Strategy to be linked to/integrated with ward profiles and NAPS
	C1a: Correspondence replied to within 10 days across ED and P (Economic Development and Partnership)	No Data available this year	95%	95%	95%	
	C2: Telephone calls are answered within Customer First standards across ED and P	91.48	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Establish a commonly owned and understood data set for the city and neighbourhoods that improves collective knowledge and reduces duplication of effort/resource December 2007 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Establish City Wide socio-economic baseline/position statement including information on race, diversity and deprivation Establish a data hub to share knowledge with partners
	P1: Invoices paid within 30 days for EDP	New indicator no data available	95%	95%	95%	

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Coordinating action to maximise the level of LPSA2 reward achieved by March 2008 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Ensuring delivery of LPSA2 targets LSP establish an owned policy/approach to budget pooling between partners that enables achievement of LAA outcomes
	F1: Spend against budget for EDP and portfolios	Less than 100%	Less than 100%	Less than 100%	Less than 100%	

Staff based improvement

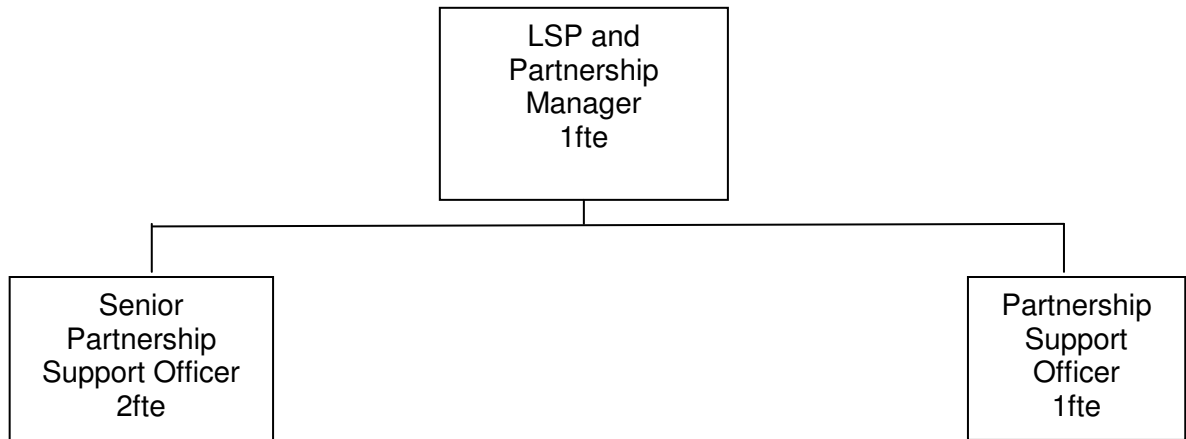
Outcomes	Measures					Actions
<ul style="list-style-type: none"> Full establishment of Strategic Partnership Team, integration with Economic Development Group, Directorate of City Strategy by July 2007. Define clear role and purpose for the Strategic Partnership Team that is understood and valued by strategic partners in the City, sub-region and region by September 2007. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Design and implement development programme in respect of strategic partnership working Attendance at GOYH seminars re SAPC Networking events with other LSPs to share learning and best practice Revision of staffs personal objectives to align with changed focus of team
	S1 - BVPI 12: Number of staff days lost to sickness (and stress) across EDP (days/FTE)	11.26	Less than 10 days	Less than 10 days	Less than 10 days	
	S2 - Days lost for stress related illness as a percentage of sickness days taken across EDP	24%	Not target based	Not target based	Not target based	
	S3: % starters completing induction process within EDP	60% (05/06)	80%	80%	80%	
	S4: : % leavers completing exit process within EDP	60% (05/06)	80%	80%	80%	
	S5: % staff in directorate appraised within EDP	78%	100%	100%	100%	
	S6: Overall staff satisfaction rating of staff in directorate in staff survey within EDP	78%	Every 18 months	85%	Every 18 months	

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> All actions within the LAA will be 'equality proofed' and the the measures used equalities compliant 	September 2007
<ul style="list-style-type: none"> The Community strategy refresh process will seek to be inclusive of all stakeholders and be EIA assessed 	March 2008
Operational Risk – red risk action/s	
Reputational risk for both CPA 2008 and CAA 2009 onwards if council does not seize the place shaping agenda and focus this via LSP, Community Strategy and LAA.	
Gershon – Efficiency improvement	
Examine potential efficiencies through the evolving City Strategy Directorate, for example the best ways of working the newly created Economic Development and Partnerships Group in a strategic context on split sites needs to be established. There is an opportunity to develop better quality partnership based working within the context of the LSP.	On going
It is possible that the development of an LAA Financial Policy and/or CYC Budget Pooling Policy will identify Efficiency savings.	March 2008
Competitiveness statement	
A benchmarking exercise will be conducted during 08 to compare the costs of the Strategic Partnership Team with similar operations in other localities, identify VFM opportunities and develop areas for improvement.	

Section 7: Resources (1 page max)

Please provide details of your resources:



BUDGET	2006/07	2007/08	
Employees	£ 161k	£ 165k	There has been a 1% increase in our budget since last year due to £4k pay and prices increases.
Premises	£ -	£ -	
Transport	£ -	£ -	
Supplies and Services	£ 265k	£ 265k	
Miscellaneous	£ 12k	£ 12k	
– Recharges	£ 12k	£ 12k	
– Other	£ -	£ -	
Capital Financing	£ -	£ -	
Gross cost	£ 438k	£ 442k	
Less Income	£ -	£ -	
Net cost	£ 438k	£ 442k	

Section 7: Monitoring and reporting arrangements

Monitoring and reporting will take place via the Economic Development and Partnerships management system as established by the City Strategy Performance Management Framework.

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Meeting of Executive Members for City Strategy and Advisory Panel

26th March 2007

Report of the Director of Neighbourhood Services

Target Hardening Budget Allocation

Summary

1. This report sets out a recommended framework for the prioritisation and allocation of the Target Hardening budget. Members are asked to approve this framework as the delivery mechanism.

Background

2. The purpose of the target hardening budget is to fund community safety projects, with a view to reducing or minimising the risk of crime or tackling the fear of crime.
3. City of York Council introduced a non-recurring budget of £50k for target hardening late in 2003/04. For 2006/07 and subsequent financial years this sum is included in the base revenue budget. The budget is held by the Neighbourhood Pride Unit within the Directorate of Neighbourhood Services.
4. To date a number of projects have been funded from Target Hardening including alleygating, CCTV, security fencing and support to York Community Watch by the funding of crime prevention equipment.
5. Previously the Building Safer Communities Steering Group (BSCSG) of Safer York Partnership (SYP) discussed project proposals for funding and approved successful bids. This multi-agency steering group consisted of members from the North Yorkshire Police, Fire and Rescue, and CYC.
6. The SYP delivery structure has been reviewed. This resulted in the dissolving of the BSCSG. In its place a number of multi-agency thematic task groups have been established, to better reflect the Partnerships strategic objectives. The groups are multi-agency with representatives from a number of key organisations such as the police, Fire and Rescue and the Council. All the groups work to annual Action Plans and have access to the Safer and Stronger Communities Fund (SSCF) for the purpose of funding interventions. Performance of the group is monitored by the SYP Executive.
7. These task groups have been operational since January 2006 and include: Burglary, Vehicle Crime, Cycle Theft, Criminal Damager, Nightsafe (Violent

Crime and Night Time Economy), Anti-social behaviour and Road Safety. All task groups meet on a monthly basis. This approach has proved successful in bringing a number of key agencies together and contributing in a much more joined up way to continuing the current reductions in key crime types.

Consultation

8. Officers of SYP, who are joint authors of this report, have been consulted regarding the proposed framework for allocating and prioritising the Target Hardening Budget.

The Framework

9. The Target Hardening budget will be accessed by ward committees which require assistance in developing and implementing target hardening initiatives in their area. Responsibility for managing the budget would remain with the Neighbourhood Pride Unit administered by the Head of Neighbourhood Pride and / or Assistant Director (Neighbourhood & Community Safety).
10. In principle, the Target Hardening budget will be used to support physical improvements to reduce crime therefore this will not be used to support revenue based activities. Schemes that attract revenue funding will stand an improved chance of being successful.
11. If the task groups wish for funding for a particular project that is local or ward based, then that should first be discussed at the ward committee meeting or joint action group. A funding application should then be submitted to the Head of Neighbourhood Pride Unit/Assistant Director (Neighbourhood & Community Safety). A funding application template is enclosed at Annex 1.
12. The authorisation of the allocation of funds will then be determined after consultation with the Leader of the Council (who has portfolio responsibility for Safer York activities), or in his absence, the Executive Member for Neighbourhood Services. The Neighbourhood Services Finance Manager will provide quarterly updates on expenditure and project delivery to the SYP Executive and the CYC in the quarterly and annual revenue monitoring reports.

Options

13. There are no other relevant options to consider.

Analysis

14. Given that all the SYP task groups are police National Intelligence Model (NIM) compliant, the bids for funding from the groups would ensure that applications for funding would be prioritised to those target hardening interventions which would be most likely to contribute towards achievement of crime reduction targets for the city. The multi-agency make up of the task groups would also mean that resources and efforts in priority areas, identified by the task groups in their Action Plans, could be coordinated with the ward committees and joint

action groups. Expenditure would be controlled by the Head of Neighbourhood Pride/Assistant Director (Neighbourhood & Community Safety).

15. The allocation of the Target Hardening budget would ensure maximisation of the crime reduction benefits for the available budget. This would lead to the creation of a safer city through transparent partnership working with other agencies and the local community by reducing the actual and perceived impact of violent and aggressive nuisance behaviour. It would also assist with York Pride by making it a clean and safe environment.

Corporate Priorities

16. The purpose of the target hardening budget is to fund community safety projects, with a view to reducing or minimising the risk of crime or tackling the fear of crime. It therefore supports and contributes towards council priorities as outlined in the Corporate Strategy 2006/09, and in particular the two priorities below:
 - To reduce the actual and perceived impact of violence, aggressive and nuisance behaviour on people in York.
 - To improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible private land.

Implications

17.
 - **Financial** – No additional implications
 - **Human Resources (HR)** - There are no human resources implications
 - **Equalities** -There are no equalities implications.
 - **Legal** - There are no legal implications
 - **Crime and Disorder** – No additional implications other than those mentioned in the report
 - **Information Technology (IT)** – None
 - **Property** - None
 - **Other** - None

Risk Management

18. In compliance with the Council's risk management strategy. There are no risks associated with the recommendations of this report.

Recommendations

19. That the Advisory Panel advises the Executive Leader to approve the proposed framework for prioritisation and allocation of funding in paragraphs 9 to 12 above. The Director of Neighbourhood Services would exercise his delegated authority to commit expenditure following consultation with the leader of the Council or Executive Member for Neighbourhood Services and monitoring of the budget will continue to be reported by the Neighbourhood Pride Unit to the City Strategy EMAP as part of quarterly and annual revenue budget monitoring.
20. **Reason:** To ensure that the budget is effectively utilised to fund community safety projects in the wards, with a view to reducing or minimising the risk of crime or tackling the fear of crime.

Contact Details

Author:

Author's name: Zoe Burns

Title: Head of Neighbourhood Pride

Dept Name: Neighbourhood Pride Unit

Tel No. 551817

Chief Officer Responsible for the report:

Chief Officer's name: Andy Hudson

Title: Assistant Director (Neighbourhoods & Community Safety)

Report Approved

Date 5th March 2007

Co-Author's Name Tanya Lyon

Title: Crime Reduction Manager

Dept Name: Safer York Partnership

Tel No.

Specialist Implications Officers: None

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex One : Target Hardening budget funding application form

ANNEX 1

Target Hardening Budget application form

Date:

Title of bid
1.Task Group responsible for application:
Name : Telephone: E-mail contact details:
2. Brief Outline of Proposal including outcome of consultation with ward committees and / or joint action groups and the project delivery timeframe
4. Outcomes expected from the successful implementation of the bid
5. Funding request details: Total cost of scheme: Total budget requested:

Title of bid	
Total Matched funding:	
Breakdown of budget by item or scheme:	
6.	Details of how the bid fulfils the Task Group Priorities / Crime and Disorder Reduction Strategy 2005 –2008 and the Mandatory British Crime Survey PI's./ ward level action plans.
7.	Details of how the bid fulfils the CYC corporate objectives and Improvement statements. In particular Corporate Aim 4 – Create a safe city through transparent partnership working with other agencies and the local community and Improvement statement 4 – Reduce the actual and perceived impact of violent and aggressive and nuisance behaviour on people in York.
8.	Monitoring, evaluation and reporting information. (Applicants should note that on a quarterly basis reporting information, on the budget and scheme delivery, should be submitted to the Head of Neighbourhood Pride)

Title of bid

9. Approval information

Signature of the Chair of the Task Group:

Signature of Ward Committee / Joint Action Group members

Date

**Signature of the Head of Neighbourhood Management /Assistant Director
(Neighbourhoods & Community Safety):**

Date:

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Meeting of Executive Members for City Strategy and the Advisory Panel

26th March 2007

Report of the Director of City Strategy

WOODSMILL QUAY PETITION

Summary

1. This report advises the Advisory Panel of the receipt of a petition that requests the inclusion of Woodsmill Quay, off Skeldergate, in a residents parking scheme.

Background

2. The lead petitioner initially raised this matter over two years ago and has repeated the request on a number of occasions for the city council to provide parking for residents of Woodsmill Quay. An extract from the petition is shown in Annex A along with the covering letter from the lead petitioner and a letter from the Directors of Woodsmill Ltd. supporting the petitioner's request.
3. The plan in Annex B shows the extent of residents parking zones in the area, the location of Woodsmill Quay and other recent developments in the area that have either been excluded from the residents parking zone during the planning process or have never been part of a residents parking scheme.
4. Because parking is at a high premium in the city centre it has been common practise for many years now that properties / areas of land within residents parking zones that are redeveloped into flats are removed from the residents parking zones during the planning process at the developers expense. Hence, new developments that take place outside residents parking zones are not put forward for inclusion in a scheme. This policy was confirmed at the Planning and Transport (City Centre Area) Sub-Committee in August 2003 when a petition from Lady Anne Court residents requesting inclusion in the Bishophill R15 scheme was rejected on the above grounds. The buildings and land that Woodsmill Quay occupies has never been included in the residents parking zones in the Bishophill area and there is no public highway adjacent to Woodsmill Quay that could contribute to on street parking provision within a scheme. It is also worth noting at this point that the city council as highway authority for the area does not have, and never has had, a duty to provide parking for vehicle owners.
5. The request for parking to be made available on Queen's Staith has not been taken forward as Queen's Staith is classed as a quay and not Public Highway (though there are highway rights across the quay which is why there are yellow lines on the ground). The quay is owned by the city council and there are no

plans to change its status to a highway. The single yellow lines that are in place prohibit parking between 8am and 6pm seven days a week.

6. The lead petitioner has been advised of the information in the paragraphs above on previous occasions when the requests for parking were made and also when the matter was considered, and rejected, by the Ombudsman.
7. Annex C is a copy of a letter to the developer's solicitors in 1998 and the second paragraph (highlighted) clearly states that future occupants would not be eligible for residents parking permits. This was condition confirmed as part of the planning approval.

Consultation

8. No consultation has been carried out.

Options and Analysis

9. As can be seen from the above information, the options available are very limited and are set out below:
 - A. Uphold the request for inclusion in a residents parking scheme.

This option would lead to residents of other properties currently outside existing residents parking schemes to expect similar treatment and cannot be recommended due to the inevitable increase in difficulties the additional vehicles would create in the residents parking zones.
 - B. Reject the request for inclusion in a residents parking scheme.

This option contributes to the ongoing policy of discouraging increased car ownership in the central area as purchasers of properties in new developments are aware of the limitations on their parking options at the time of purchase. This is the recommended option.

Corporate Priorities

10. The exclusion of large new developments from existing residents parking schemes is aimed at contributing to the city council's corporate priority of "Increase the use of public and other environmentally friendly modes of transport".

Implications

The implications of the recommendations in this report are as follows:

Financial

12. There are no financial implications.

Human Resources (HR)

13. There are no HR implications.

Equalities

14. There are no equalities implications.

Legal

15. There are no legal implications.

Crime and Disorder

16. There are no crime and disorder implications.

Information Technology (IT)

17. There are no IT implications.

Property

18. There are no property implications.

Other

19. There are no other implications.

Risk Management

20. In compliance with the Council's risk management strategy. There are no risks associated with the recommendations in this report.

Recommendations

21. Reject the request for inclusion in a residents parking scheme and confirm that the policy for dealing with new developments in or near residents parking schemes should continue and that officers advise the lead petitioner of this decision.

Reason: To prevent new developments from overloading the available on street parking in residents parking schemes.

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 25/1/2007

Specialist Implications Officers: None

Wards Affected: Micklegate

All

For further information please contact the author of the report

Background Papers: August 1998 City Centre Management planning approval for 17 Skeldergate, York – now known as Woodsmill Quay.

Annexes:

- Annex A – An extract from the petition.
Copy of the lead petitioners letter
Copy of Woodsmill Ltd letter in support of the petition
- Annex B – A plan of the area.
- Annex C Copy of the letter to the developer's solicitors

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June 26, 2006
Page 2

Woodsmill Quay
at the
Woodsmill Quay in a
scheme and/or
Woodsmill Quay for

**I am a resident of Woodsmill Quay,
Flat, and I support the
inclusion of Woodsmill Quay in a
resident's parking scheme and/or
the use of Woodsmill Quay for
residents parking.**

CITY OF YORK
TAXES
- 7 DEC 2006
RECEIVED

Annex A

137879

14 Woodsmill Quay
Skeldergate
York
YO1 6DX

27 November, 2006

Alistair Briggs
City of York Council
Environment and Development Services
9 St Leonard's Place
York
YO1 7ET

Dear Sir ,

I am writing further to your most recent correspondence on the subject of residents parking for Woodsmill Quay.

After 2 years of correspondence you have still not even allowed my application to be considered through the council's own process, this is unacceptable.

Attached are a number of signed notes confirming support for my application, you will also see the numerous references to having tried to apply for resident's parking which was a surprise to me given your constant assertion that there has been insufficient demand from Woodsmill Quay. Now that I have these statements is there an internal process to review why you have misled me regarding interest from the residents or do I need to approach the Ombudsman?

Your comments re the use of Woodsmill Quay, whilst I am sure factually correct, prove that the use should be reconsidered. Woodsmill Quay and Skeldergate in general now has no working warehouses and therefore the rationale for classification as a working quay is redundant. South Esplanade is a working quay and recently a further commercial mooring was added to South Esplanade and a mooring removed from Skeldergate re-enforcing the shift in use.

Notwithstanding the above, to which I await your early responses, I would like to summarise my concerns –

After 2 years of correspondence you have not allowed my application to enter the council's process based on your belief that the application would be unsuccessful, which I do not believe should have stopped my request from receiving due consideration. You have written to another resident of Woodsmill Quay stating that other flats in the area are ahead of Woodsmill Quay in the process, this is contradictory to what you have told me and indicates a deliberate attempt to refuse to allow my application a reasonable review.

Even if you allow my request to be considered you say that it will take 2 years to review (this could have been completed by now).

As a York resident who pays council tax I am being discriminated against because I live in a newer property.

The redundant classification of Woodsmill Quay is being used as an excuse not to provide parking.

.....

November 27, 2006

Page 2

There is capacity to include Woodsmill Quay in resident's parking scheme R15 and the council generates revenue from parking meters rather than allow residents of Woodsmill Quay to park in that zone.

You have stated that considering Woodsmill Quay for joining scheme R15 would open the door to other flats on Skeldergate being included and exceeding capacity, surely the easy way to resolve this is to offer residents parking only to those people who do not have designated parking with their flat? Also as per my earlier comment it did not stop you reviewing applications for other buldings in the area!

The reason given for your belief that my application would be unsuccessful is that current members of R15 would refuse as they would vote on inclusion. My concern here is twofold, you have not considered what the application would be and therefore your assumption is premature, secondly why should they be allowed to dictate policy, this is not the council's usual way of making decisions.

There are a number of easy solutions to this issue, none of which you have been prepared to consider.

Aside from my concerns above, which I would like addressed. Your continued procrastination is at odds with the council's own stated policies on reducing pollution in York, my lack of parking ensures that my car is driven into and out of the city significantly more often than if I could park. As an estimate I believe that I make around 5 extra journeys a week due to the lack of parking. Multiplied by the other residents in the same position even in Woodsmill Quay alone adds significant extra traffic and pollution which is directly at odds with your policies.

A copy of this letter will be forwarded to my MP Hugh Bayley and I would be grateful if you would also forwarded a copy to my councilor Mr Evans as you did previously.

I will await your reply.

Sincerely,

A handwritten signature in black ink, appearing to be 'Matt Ward', written in a cursive style with a long horizontal stroke extending to the right.

Matt Ward

[Click here and type slogan]

27 Woodsmill Quay
Skeldergate
York
YO1 6DX

27 Woodsmill Quay
Skeldergate
York
YO1 6DX

6th July 2006

6th July 2006

01904 659256

01904 659256

david_lynn_patrick@mac.com

david_lynn_patrick@mac.com

Matt Ward
14 Woodsmill Quay
Skeldergate
York
YO1 6DX

Dear Matt

Re: Parking at Woodsmill Quay

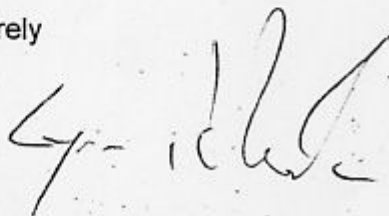
Thank you for your note dated 26 June 2006 in which you raise the issue of presenting a petition to the City of York council to attempt to have parking allocated to Woodsmill Quay.

The directors of Woodsmill Ltd met today and this issue was discussed at that meeting. The majority of directors are in favour of attempting to obtain parking for residents at Woodsmill Quay, and would be pleased to discuss this further with you if you would wish. We would however point out that several attempts have already been made by various individuals to have Woodsmill Quay included in the local residents' parking scheme and the answer has always been no.

We could, for instance, arrange for any correspondence to be sent to all leaseholders as well as residents, who might well be more inclined to recognise the benefits of allocated parking. We may also be able to advise on the best route to take in getting the message to the decision makers in the council.

If you would like to meet up for a chat about this do give me a call or e-mail me.

Yours sincerely



Lynn Patrick
For The Directors
Woodsmill Ltd

Annex B

R19SC

R15SC

R22

R15

ND

Woodsmill Quay

ND

ND

ND

ND

ND

ND

ND

KEY



Residents parking zone boundary



Developments removed from residents parking

ND

New developments outside residents parking zones



Bishopphill Area Residents Parking

SCALE: 1:2500

DRAWN BY: User Name

DATE: 25/12/2007

Originating Group:

Organisation

Drawing No.

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Jonathan Carr
Ext: 1323

Our Ref: 98/00857/FUL and 98/00858/LBC
Your Ref:

22 July 1998

Dear Mr Groom,

Change of Use, Alterations and Extensions to Existing Restaurant and Offices to Form 39 Flats at 17-20 Skeldergate

I refer to your client's Planning and Listed Building Consent applications for the above and to our recent conversations relating to highway issues in particular.

As stated verbally, Officers may be prepared to accept the level of parking proposed given the site's City Centre location, provided it is clearly understood that there would be no possibility of future occupants obtaining permits for nearby Resident Parking schemes. Having sought to resolve this point of principle, there are a number of more detailed issues which need to be addressed to satisfy highway and pedestrian safety concerns, as follows:-

- a) Please could you show on plan how cars would enter and leave bays 5 and 6 without having to enter or leave Skeldergate in reverse gear.
- b) Garage 4 is inadequate in length, and would be unusable with inward opening doors. Outward opening doors would unacceptably protrude over the highway. Please could you reconsider the details of this garage.
- c) Queens Staith is prone to flooding and the Council power jets the silt off afterwards. This will cause silt to be washed into the garages and onto the face of the building. The applicant must enter into a Section 106 Agreement indemnifying against claims by residents/visitors/owners against the Council for displaced water and silt.
- d) Details of the cycle parking areas are required. Normally Sheffield stands should be placed 1.0m apart and can serve 2 bikes; the spacing currently shown appears to be over ambitious.
- e) The plans should include the disabled parking spaces as previously discussed.
- f) Details of servicing location(s) and bin store locations are required.
- g) No details of garage 5 have been submitted.

Environment and
Development Services

Ian Thomson
Assistant Director (Planning & Environment)
9 St Leonard's Place
York
YO1 7ET

Tel: 01904 613161
Fax: 01904 551390

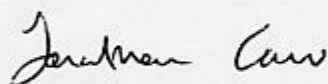
h) Works to provide a footway along Queens Staith abutting the site to improve pedestrian safety as required at adjacent sites should be undertaken. This could be included in a Section 106 Agreement .

The issue of the level of affordable housing which should be provided is still being considered. An assessment of the development costs you identified is being undertaken to ascertain whether a lower number of affordable units than the 10 for sale initially required (or 6 for rent in view of the development costs as originally acknowledged) could be accepted. I expect to have the results of this assessment imminently, and will contact you on receipt to move the issue forward.

In the meantime please could you consider address the highway concerns above and submit revised details/ assurances where necessary to resolve the points raised.

Yours Sincerely,

Jonathan Carr
Development Control Officer



Mr K. Groom
Brierly Groom and Associates
10 Lendal
YORK
YO1 2AE



Meeting of the Executive Members for City
Strategy and Advisory Panel

26th March 2007

Report of the Director of City Strategy

Second Petition from residents of Heslington, Badger Hill and Fulford on studentification.

Summary

1. This report informs Member of a second petition submitted to the Council regarding the concern of residents to the conversion of domestic dwellings to student accommodation, attached as Appendix 1 of this Report.

Background

2. Members will remember that a petition from residents of Badger Hill was reported to the Executive Members & Advisory Panel (EMAP) on 15th January this year, concerning an increasing number of family homes on the Badger Hill Estate being converted to student lets, primarily for the University of York students (Appendix 2 of this Report). The purpose of this current report is to inform Members of a second petition received primarily from residents of Heslington, Badger Hill and Fulford, stating:

“We, the undersigned call upon City of York Council to include a study of the impact of student housing on communities as part of the Local Development Framework process. This study should examine areas with high levels of student housing and explore opportunities to ensure that communities do not become unbalanced as a result.”

3. The Petition (shown in Appendix 1 of this report) was signed by 314 people, the majority from the Heslington, Badger Hill and Fulford areas of the City. Although many of the residents had signed both this petition, and the one reported to EMAP in January, many of the names on this one were new.
4. Since the petition was received by the Council, further information has subsequently been submitted by one of the petitioners, Mr Dewhurst, by 'Bournbrook Community Safety Project on proposals for an additional Licencing Scheme for all Houses in Multiple Occupation in the Selly Oak area of Birmingham. Officers are currently considering this information and will use it as background information to inform further consideration of this issue.

5. Members will remember the issues outlined in the EMAP Report of 15/1/07, in terms of the background to the concerns raised, and officers consideration of the policy implications from such concerns. Members of EMAP agreed the following recommendations (draft minutes, to be agreed at this EMAP meeting):
 - Ensure that policies H7 and H8 are enforced through the decision making process;
 - Request as part of the Local Development Framework, officers explore a policy approach to ensure student housing is accommodated in an appropriate way in the City;
 - Ask officers to advise the main petitioner of the outcome of the recommendation;
 - Request that the issue be referred to the Local Development Framework Working Group for consideration.
6. Therefore the issue of student accommodation will be referred at the Local Development Framework Working Group, in order to explore a potential policy approach through the Local Development Framework (LDF) process. The date for the issue to be discussed at the LDF Working Group has yet to be finalised. Members consider this to be the most appropriate way of considering the approach to student accommodation in the Local Development Framework process.
7. Additionally, the Council has commissioned Fordhams to undertake a Housing Market Assessment for the City of York. It is anticipated that this work will progress through this summer. This work will look at the accommodation needs of particular groups, including students. Work is at an early stage but it is anticipated that more information will be available by the summer.

Consultation

8. Consultation will take place on this issue as part of the evidence base work and also the various stages of the emerging Local Development Framework.

Proposal

9. As stated in the EMAP Report of 15th January 2007, this issue cannot be addressed through the Local Plan, it must be done through the Local Development Framework process. Therefore, Members are asked to endorse the recommendations of the EMAP Report of 15th January 2007, by asking officers to undertake evidence base work relating to the impact of student housing on communities as part of the Local Development Framework process.

Analysis

10. If Members agree to the proposal as set out in paragraph 9 above (to undertake evidence base work relating to the impact of student housing on communities as part of the Local Development Framework process, as per the

recommendations of the EMAP meeting on 15th January 2007), this will involve a number of information gathering techniques, including:

- Research of the methods employed by other local planning authorities in addressing the issues of student accommodation and exploring opportunities to ensure that communities do not become unbalanced as a result. This information would be used to inform the evidence base, and consequently, the Local Development Framework process.
- Utilising the outcomes and results of the Housing Market Assessment being undertaken by Fordhams, as it evolves, in terms of supporting evidence.

Corporate Priorities

11. The proposals accord with the following Corporate Strategy Priorities:
 - Improve the actual and perceived condition and appearance of the City's streets, housing estates and publicly accessible spaces.

Implications

12. The following implications have been assessed:
 - **Financial** - *None*
 - **Human Resources (HR)** - *None*
 - **Equalities** - *None*
 - **Legal** - *None*
 - **Crime and Disorder** - *None*
 - **Information Technology (IT)** - *None*
 - **Property** - *None*
 - **Other** - *None*

Risk Management

13. In compliance with the Council's risk management strategy. There are no risks associated with the recommendations in this report.

Recommendations

14. That the Advisory Panel advise the Executive Member to:
 - (i) Request that the issues of student accommodation be addressed at a LDF Working Group meeting at a convenient date after 26th March 2007.

Reason: To ensure that the issues raised by this petition and the one reported to EMAP on 15th January 2007 be considered through the LDF WG.

Contact Details

Author:

*John Roberts
Assistant Development Officer
City Development
01904 551464*

Chief Officer Responsible for the report:

*Bill Woolley
Director of City Strategy*

Report Approved

Date 13/3/07

Specialist Implications Officers: None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Appendices:

1 - *Copy of the Petition;*

2 - *EMAP Report (15/1/07) – Agenda Item 12: ‘Badger Hill Action Group Petition: Over development of Family Homes to Student Lets’*

We, the undersigned call upon City of York Council to include a study of the impact of student housing on communities as part of the Local Development Framework Process. This study should examine areas with high levels of student housing and explore opportunities to ensure that communities do not become unbalanced as a result.

Number	Name	Address	Post code
1	Thomas Morris	11 Lindley Court	Halifax College
2	M. Wreglesworth	15 Foxthorn Paddock	YO10 5HU
3	Caroline Stockdale	Flat 18, The tannery, Lawrence Street	YO10 3BN
4	J. Lee	41 Windmill Lane	YO10 3LG
5	A. Lee	41 Windmill Lane	YO10 3LG
6	Nathanael Cottam	49 Windmill Lane	YO10 3LG
7	Martina Cottam	49 Windmill Lane	YO10 3LG
8	David Guy	51 Windmill Lane	YO10 3LG
9	Verna Guy	51 Windmill Lane	YO10 3LG
10	R. Falkingham	23 Windmill Lane	YO10 3LG
11	K. Falkingham	23 Windmill Lane	YO10 3LG
12	D. Falkingham	23 Windmill Lane	YO10 3LG
13	Darren Snowden	23 Sails Drive	YO10 3LR
14	Zoe Snowden	23 Sails Drive	YO10 3LR
15	Jay Snowden	23 Sails Drive	YO10 3LR
16	Erin Snowden	23 Sails Drive	YO10 3LR
17	C.J. Wherrett	14 Sails Drive	YO10 3LR
18	Katherine Burnett	20 Sails Drive	YO10 3LR
19	Patricia Burnett	20 Sails Drive	YO10 3LR
20	Richard Burnett	20 Sails Drive	YO10 3LR
21	John Burnett	20 Sails Drive	YO10 3LR
22	Richard Burton	9 Beaufort Close	YO10 3LS
23	Margaret Burton	9 Beaufort Close	YO10 3LS
24	A. Gabbatiss	3 Beaufort Close	YO10 3LS
25	E. Gabbatiss	3 Beaufort Close	YO10 3LS
26	C. Gabbatiss	3 Beaufort Close	YO10 3LS
27	Joyce Bell	12 Quant Mews	YO10 3LT
28	Jemma Bell	12 Quant Mews	YO10 3LT
29	Alan Bell	12 Quant Mews	YO10 3LT
30	Leslie Whalley	4 The Orchard	YO10 5DA
31	Judith Whalley	4 The Orchard	YO10 5DA
32	M.D. Femie	12 Hall Park	YO10 5DT
33	L.B.J Femie	12 Hall Park	YO10 5DT
34	Jean Mott	13 Hall Park	YO10 5DT
35	Alan Mott	13 Hall Park	YO10 5DT
36	Mr L. Tucker	3 Hall Park	YO10 5DT
37	Mrs H. Tucker	3 Hall Park	YO10 5DT
38	R. Frost	4 Hall Park	YO10 5DT
39	M. Frost	4 Hall Park	YO10 5DT
40	W. J. McClean	Cherry Tree Cottages, Heslington Lane	YO10 5DX
41	C.L. McClean	Cherry Tree Cottages, Heslington Lane	YO10 5DX
42	Grace Thorp	6 Hesketh Cottages	YO10 5DX
43	P. Worsley	Midgley House, Spring Lane	YO10 5DZ
44	Donald Shaw	10 Main Street	YO10 5EA

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Number	Name	Address	Post Code
45	Dinah Magrane	4 Main Street	YO10 5EA
46	Nigel Magrane	4 Main Street	YO10 5EA
47	Mrs V.A. Foote	2 Main Street	YO10 5EB
48	Jeffrey Stern	Little Hall, Main Street	YO10 5EB
49	Susan Stern	Little Hall, Main Street	YO10 5EB
50	Thomas Cairns	Little Hall, Main Street	YO10 5EB
51	M. Dodson	42 Main Street	YO10 5EB
52	Marjorie Bevan	Croft Cottage, Main Street	YO10 5EB
53	Geoff Sherwin	Field House, 9A School Lane,	YO10 5EE
54	Liz Sherwin	Field House, 9A School Lane,	YO10 5EE
55	Katie Sherwin	Field House, 9A School Lane,	YO10 5EE
56	Gerakline Sherwin	Field House, 9A School Lane,	YO10 5EE
57	Luta Hutchinson	28 The Crescent	YO10 5EF
58	W.R. Turner	21 The Crescent Heslington	YO10 5EF
59	M. Turner	21 The Crescent Heslington	YO10 5EF
60	M.R. Lousborough	5 The Crescent	YO10 5EF
61	Mrs. M. A. Schaife	1 The Crescent	YO10 5EF
62	Mrs H. Schaife	1 The Crescent	YO10 5EF
63	Regina Le Page	Lowfield, Main Street	YO10 5EG
64	Pauline Bramley	Primrose Hill Farm, Langwith Lane	YO10 5EJ
65	Richard Bramley	Primrose Hill Farm, Langwith Lane	YO10 5EJ
66	Mary Jarrett Smith	14 Turners Croft	YO10 5EL
67	Trevor Barton	14 Turners Croft	YO10 5EL
68	J. Griffith	35 Turners Croft	YO10 5EL
69	M.L Forrest	15 Turners Croft	YO10 5EL
70	Andrew Forrest	15 Turners Croft	YO10 5EL
71	Heather Harris	5 Turners Croft	YO10 5EL
72	Anne Baker	34 Turners Croft	YO10 5EL
73	Peter Atkinson	3 Turners croft	YO10 5EL
74	Iona Sulikova	29 Turners Croft	YO10 5EL
75	John Low	28 Turners Croft	YO10 5EL
76	Anna Low	28 Turners Croft	YO10 5EL
77	G. D. Thompson	32 Peel Close	YO10 5EN
78	Ailsa Letby	23 Peel Close	YO10 5EN
79	Paul Flanagan	23 Peel Close	YO10 5EN
80	P Mason	2 West Moor Lane	YO10 5ER
81	Marian Softley	2 West Moor Lane	YO10 5ER
82	A. McDonald	42 West Moor Lane	YO10 5ER
83	David Blacketer	2 Lloyd Close	YO10 5EU
84	Catherine Blacketer	2 Lloyd Close	YO10 5EU
85	Nick Allen	1 The Outgang	YO10 5EW
86	Barbara Webb	1 The Outgang	YO10 5EW
87	Alex Webb Allen	1 The Outgang	YO10 5EW
88	Karen Raffan	6 Heslington Court	YO10 5EX

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Number	Name	Address	Post code
89	B Wilson	19 Heslington Court	YO10 5EX
90	A. Wilson	19 Heslington Court	YO10 5EX
91	J. Ashman	34 Heslington Court	YO10 5EX
92	Mary Chamock	22 Heslington Court	YO10 5EX
93	N Richardson	1 Bateson Close	YO10 5EY
94	S.H. Richardson	1 Bateson Close	YO10 5EY
95	Mr. A. O'Connor	7 Bateson Close	YO10 5EY
96	John Davies	19 Walnut Close	YO10 5EZ
97	Joan Davies	19 Walnut Close	YO10 5EZ
98	Ann Binnington	Walnut House, Walnut Close	YO10 5EZ
99	B. Clark	10 Yarbrugh Way	YO10 5HB
100	G.T. Haskins	8 Yarbrugh Way	YO10 5HB
101	P Haskins	8 Yarbrugh Way	YO10 5HB
102	Margaret Pickering	4 Yarbrugh Way	YO10 5HB
103	George Pickering	4 Yarbrugh Way	YO10 5HB
104	J. Elliot	19 Yarbrugh Way	YO10 5HD
105	D. Emmerson	16 Yarbrugh Drive	YO10 5HE
106	H. Brown	16 Yarbrugh Drive	YO10 5HE
107	G. Spofforth	3 Yarbrugh Drive	YO10 5HE
108	Ann Spofforth	3 Yarbrugh Drive	YO10 5HE
109	A. Silman	13 Kimberlow Woods Hill	YO10 5HF
110	C. Silman	13 Kimberlow Woods Hill	YO10 5HF
111	D. Silman	13 Kimberlow Woods Hill	YO10 5HF
112	M. Dislers	13 Kimberlow Woods Hill	YO10 5HF
113	R. Silman	13 Kimberlow Woods Hill	YO10 5HF
114	D. Harper	14 Kimberlow woods Hill	YO10 5HF
115	Daniel Lowensberg	3 Kimberlow Woods Hill	YO10 5HF
116	Rosemary Sanderson	27 Kimberlow Woods Hill	YO10 5HF
117	D.A. Sanderson	27 Kimberlow Woods Hill	YO10 5HF
118	Joan Hay	17 Kimberlow Woods Hill	YO10 5HF
119	David Hay	17 Kimberlow Woods Hill	YO10 5HF
120	Joanne Raceliff	7 Church Road	YO10 5HF
121	Terry Raceliff	7 Church Road	YO10 5HF
122	Mrs Marie Evans	8 Kimberlow Wood Hill	YO10 5HF
123	Mrs. D. Whemell	12 Kimberlow Woods Hill	YO10 5HF
124	Susan Pearce	32 Yarbrugh Way	YO10 5HG
125	Helen Taverner	64 Yarbrugh Way	YO10 5HG
126	Alan Taverner	64 Yarbrugh Way	YO10 5HG
127	Mrs A.E. Marshall	26 Yarbrugh Way	YO10 5HG
128	Kate Henderson-Nichol	60 Yarbrugh Way	YO10 5HG
129	Peter Main	66 Yarbrugh Way	YO10 5HG
130	Elisa Main	66 Yarbrugh Way	YO10 5HG
131	David Main	66 Yarbrugh Way	YO10 5HG
132	Ann Monk	8 Hesketh Bank	YO10 5HH

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Number	Name	Address	Post code
133	R Clark	27 Foxthorn Paddock	YO10 5HU
134	Sue Gamett	17 Foxthorn Paddock	YO10 5HU
135	K Gamett	17 Foxthorn Paddock	YO10 5HU
136	Jane Williams	8 Foxthorn Paddock	YO10 5HU
137	Marjorie Blanchard	46 Deramore Drive	YO10 5HL
138	Brian Blanchard	46 Deramore Drive	YO10 5HL
139	Ann M. Stockdale	64 Deramore Drive	YO10 5HL
140	J. McNichol	40 Deramore Drive	YO10 5HL
141	G McNichol	40 Deramore Drive	YO10 5HL
142	Mr. A. Luck	37 Deramore Drive	YO10 5HL
143	Mrs. A.P Luck	37 Deramore Drive	YO10 5HL
144	D.M. Plaxton	25 Deramore Drive	YO10 5HL
145	J. Plaxton	25 Deramore Drive	YO10 5HL
146	P.E. Scott	34 Deramore Drive	YO10 5HL
147	A. Scott	34 Deramore Drive	YO10 5HL
148	Mary Harrison	35 Deramore Drive	YO10 5HL
149	Neil Harrison	35 Deramore Drive	YO10 5HL
150	Roger Pettit	44 Deramore Drive	YO10 5HL
151	Anne Pettit	44 Deramore Drive	YO10 5HL
152	H. B. Staley	33 Deramore Drive	YO10 5HL
153	K. Loble	36 Badgerwood Walk	YO10 5HN
154	H.F. Loble	36 Badgerwood Walk	YO10 5HN
155	John Newhouse	32 Badgerwood Walk	YO10 5HN
156	Gwen Newhouse	32 Badgerwood Walk	YO10 5HN
157	Philip Foster	28 Deramore Drive	YO10 5HP
158	Joan Foster	28 Deramore Drive	YO10 5HP
159	I. Bruce	77 Yarbrugh Way	YO10 5HQ
160	L. Bruce	77 Yarbrugh Way	YO10 5HQ
161	Colin Sayles	7 Badger Court	YO10 5HQ
162	Gladys Sayles	7 Badger Court	YO10 5HQ
163	Janet Ponsford	67 Yarbrugh Way	YO10 5HQ
164	David Ponsford	67 Yarbrugh Way	YO10 5HQ
165	R. Cook	42 Yarbrugh Way	YO10 5HQ
166	John Nixon	2 Pinewood Hill	YO10 5HR
167	Yumi Nixon	2 Pinewood Hill	YO10 5HR
168	Mrs B. Ellis	4 Deramore Drive West	YO10 5HS
169	William Blades	1 Deramore Drive West	YO10 5HS
170	Robert Atkin	63 Crossways	YO10 5HT
171	Thora Atkin	63 Crossways	YO10 5HT
172	Mrs. J. Simpsons	57 Crossways	YO10 5HT
173	Mr J. Simpsons	57 Crossways	YO10 5HT
174	K. Brown	51 Crossways	YO10 5HT
175	E. Brown	51 Crossways	YO10 5HT
176	Jane Martin	41 Crossways	YO10 5HT

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Number	Name	Address	Post code
177	Jeff Martin	41 Crossways	YO10 5HT
178	Dean Martin	41 Crossways	YO10 5HT
179	Kelly Martin	41 Crossways	YO10 5HT
180	P Henderson	68 Crossways	YO10 5HT
181	M Williamson	67 Crossways	YO10 5HT
182	Christine Bycroft	12 Brentwood Crescent	YO10 5HU
183	Ramond Bycroft	12 Brentwood Crescent	YO10 5HU
184	K. Mower	18 Brentwood Crescent	YO10 5HU
185	B. Mower	18 Brentwood Crescent	YO10 5HU
186	Anne Holte	19 Brentwood Crescent	YO10 5HU
187	Philip Holme	19 Brentwood Crescent	YO10 5HU
188	M. Macleod	2 Brentwood Crescent	YO10 5HU
189	S Manning	30 Brentwood Crescent	YO10 5HU
190	Carol Browne	17 Brentwood Crescent	YO10 5HU
191	Kevin Browne	17 Brentwood Crescent	YO10 5HU
192	Chloe Browne	17 Brentwood Crescent	YO10 5HU
193	P. Girling	11 Deramore Drive	YO10 5HW
194	Reuben Girling	11 Deramore Drive	YO10 5HW
196	Keith Murphy	13 Deramore Drive	YO10 5HW
198	Patricia Murphy	13 Deramore Drive	YO10 5HW
197	Mrs. I. Jenner	3 Deramore Drive	YO10 5HW
198	D Butterfield	28 Sussex Road	YO10 5HX
199	S Butterfield	28 Sussex Road	YO10 5HX
200	J Suggitt	28 Sussex Road	YO10 5HX
201	Joan Wishart	1 Sussex Road	YO10 5HX
202	Mr D Campbell	12 Sussex Road	YO10 5HX
203	Elizabeth Patton	11 Sussex Road	YO10 5HX
204	R.H. Catley	11 Sussex Close	YO10 5HY
205	M. Catley	11 Sussex Close	YO10 5HY
206	Martyn Williams	13 Sussex Close	YO10 5HY
207	N. Woods	5 Sussex close	YO10 5HY
208	Jenny Hawkins	2 Sussex Close	YO10 5HY
209	Geoffrey Hawkins	2 Sussex Close	YO10 5HY
210	Peter Watson	4 Sussex Close	YO10 5HY
211	Margaret Watson	4 Sussex Close	YO10 5HY
212	A. J. Turner	29 Eastfield Crescent	YO10 5HZ
213	S. Dekker	29 Eastfield Crescent	YO10 5HZ
214	D. Dekker-Turner	29 Eastfield Crescent	YO10 5HZ
215	J. Dekker-Turner	29 Eastfield Crescent	YO10 5HZ
216	L. Dekker Turner	29 Eastfield Crescent	YO10 5HZ
217	M.K. Verma	33 Eastfield Crescent	YO10 5HZ
218	Usha Verma	33 Eastfield Crescent	YO10 5HZ
219	Joy Parry	77 Eastfield Crescent	YO10 5HZ
220	Mrs M Pinder	3 Eastfield Crescent	YO10 5HZ

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Number	Name	Address	Post code
221	Mr B.W. Pinder	3 Eastfield Crescent	YO10 5HZ
222	Lesley Armstrong	12 Eastfield Court	YO10 5JA
223	Paul Armstrong	12 Eastfield Court	YO10 5JA
224	John Armstrong	12 Eastfield Court	YO10 5JA
225	David Hayes	21 Eastfield Court	YO10 5JA
226	Ann Hayes	21 Eastfield Court	YO10 5JA
227	J Downing	16 Eastfield Court	YO10 5JA
228	P Downey	16 Eastfield Court	YO10 5JA
229	Denise Hannan	68 Eastfield Crescent	YO10 5JB
230	V. Bean	26 Eastfield Crescent	YO10 5JB
231	R. Bean	26 Eastfield Crescent	YO10 5JB
232	P. Hammond	70 Eastfield Crescent	YO10 5JB
233	D. Hammond	70 Eastfield Crescent	YO10 5JB
234	E A. Stroud	76 Eastfield Crescent	YO10 5JB
235	Susan Clark	92 Eastfield Crescent	YO10 5JB
236	Mark Webster	92 Eastfield Crescent	YO10 5JB
237	Leonard Webster	92 Eastfield Crescent	YO10 5JB
238	Sylvia Webster	92 Eastfield Crescent	YO10 5JB
239	P. Cotton	54 Eastfield Crescent	YO10 5JB
240	D Cotton	54 Eastfield Crescent	YO10 5JB
241	John Fineron	30 Eastfield Crescent	YO10 5JB
242	Wendy Fineron	30 Eastfield Crescent	YO10 5JB
243	P. Hawkswell	2 Field Lane	YO10 5JD
244	F. Hawkswell	2 Field Lane	YO10 5JD
245	E. Parker	1 Field Lane	YO10 5JD
246	E.S. White	75 Crossways	YO10 5JF
247	L.G. Deighton	6 Bishops Way	YO10 5JG
248	M. Deighton	6 Bishops Way	YO10 5JG
249	John Deighton	6 Bishops Way	YO10 5JG
250	David Heppell	9 Bishops Way	YO10 5JG
251	Dorothy Stott	9 Bishops Way	YO10 5JG
252	Dale Richardson	9 Bishops Way	YO10 5JG
253	K. Heald	1 Bishops Way	YO10 5JG
254	J. Heald	1 Bishops Way	YO10 5JG
255	David Burgess	24 Crossways	YO10 5JG
256	Linda Burgess	24 Crossways	YO10 5JG
257	D. Croft	2 Crossways	YO10 5JG
258	A. Croft	2 Crossways	YO10 5JG
259	Maureen Atkinson	20 Crossways	YO10 5JG
260	Geoffrey Atkinson	20 Crossways	YO10 5JG
261	Chris Goergion	21 Crossways	YO10 5JH
262	Paul Kelly	19 Crossways	YO10 5JH
263	K. Dunnington	35 Crossways	YO10 5JH
264	V. Dunnington	35 Crossways	YO10 5JH

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Number	Name	Address	Post code
265	Helen Fryer	27 Crossways	YO10 5JH
266	Margaret Fryer	27 Crossways	YO10 5JH
267	David Fryer	27 Crossways	YO10 5JH
268	Neil Fryer	27 Crossways	YO10 5JH
269	M. R. Baker	15 Crossways	YO10 5JH
270	Mrs. ID Lovely	15 Crossways	YO10 5JH
271	K. Skelton	5 Fernway	YO10 5JU
272	R. Skelton	5 Fernway	YO10 5JU
273	Susan Lonadael	1 Fernway	YO10 5JU
274	Phillipa Galloway	Elder House, Well Garth	YO10 5JU
275	Kevin R.Willis	79 Field Lane	YO10 5JL
276	Carla Willis	79 Field Lane	YO10 5JL
277	John Forder	75 Field lane	YO10 5JL
278	Norma Forder	75 Field Lane	YO10 5JL
279	J. Greenley	63 Field Lane	YO10 5JL
280	L. Greenley	63 Field Lane	YO10 5JL
281	R. Burn	12 Low Mill Close	YO10 5JN
282	M. Burn	12 Low Mill Close	YO10 5JN
283	S. Burn	12 Low Mill Close	YO10 5JN
284	D. Burn	12 Low Mill Close	YO10 5JN
285	N.E. Cooper	15 Low Mill Close	YO10 5JN
286	B. Cooper	15 Low Mill Close	YO10 5JN
287	Jane Jones	19 Low Mill Close	YO10 5JN
288	Tony Jackson	9 Low Mill Close	YO10 5JN
289	Janet Jackson	9 Low Mill Close	YO10 5JN
290	Tony Hall-Jackson	1 Low Mill Close	YO10 5JN
291	Margo Hall-Jackson	1 Low Mill Close	YO10 5JN
292	Lorna El-Khatib	23 Low Mill Close	YO10 5JN
293	Julia El-Khatib	23 Low Mill Close	YO10 5JN
294	Ghassan El-Khatib	23 Low Mill Close	YO10 5JN
295	Nadie El-Khatib	23 Low Mill Close	YO10 5JN
296	Mrs B.A. Dewhirst	44 Crossways	YO10 5JQ
297	Mr M.J. Dewhirst	44 Crossways	YO10 5JQ
298	Brenda Turner	6 Crossways	YO10 5JQ
299	Stuart Turner	6 Crossways	YO10 5JQ
300	Denise Simpson	2 Enclosure Gardens	YO10 5JR
301	George Simpson	2 Enclosure Gardens	YO10 5JR
302	D.A. Heald	147 Huntington Road	
303	James Foster	20 Prices Lane	
304	Jill Pattenden	15 Maple Grove	
305	Melissa Wheatley	10 White Rose Avenue	

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Number	Name	Address	Post code
305	Julie Arthur	Langwith House Farm, Langwith Lane	
307	Adam Arthur	Langwith House Farm, Langwith Lane	
308	Daniel Arthur	Langwith House Farm, Langwith Lane	
309	Anthony Arthur	Langwith House Farm, Langwith Lane	
310	C.S. Reeson	17 Crossfield, Fulford	
311	E.J. Reeson	17 Crossfield, Fulford	
312	Graeme Cooke	35 Seward Street,	YO10 3LW
313	Rachel Williams	7 Cycle Street	YO10 3LJ
314	Ceredig Jamieson-Ball	3 Emily Mews	YO10 3ER

Appendix 2: EMAP Report : 15/1/07



Meeting of the Executive Members for City
Strategy and Advisory Panel

15th January 2007

Report of the Director of City Strategy

Badger Hill Action Group – Petition: Over-development of Family Homes into Student Lets.

Summary

1. The purpose of this report is to inform Members of a petition received from residents of Badger Hill concerning an increasing number of family homes on the Badger Hill Estate being converted to student lets, primarily for the University of York students.

Background

Student Housing in York

2. York has a wide range of further and higher education establishments, such as the University of York, York St John College, The College of Law, Askham Bryan College, and York College. Approximately 12,000 students reside in the City (2001 Census). In 2001, the University of York, which is located nearest to Badger Hill, had 9,000 students and employed 2,500 staff. The University estimates that, based on the average growth rate over the last 6 years, the student population for the University of York is likely to grow by an additional 5,500 students by 2011/12. This would result in a total of approximately 14,500 students attending the University of York.
3. In 1998, approximately 26% of the University of York's students were housed in the City's private rented sector. Information from the 2001 census identifies that there are certain areas of the City which have higher proportions of student populations compared to non student populations, normally close to existing college and university campuses. In particular, Fishergate Ward has a significant student population.

Planning context

4. At present, due to national case law definitions of categories of housing, up to and including six persons can share a single household without having to apply for planning permission to change the use of the dwelling. Therefore, there is no distinction between a dwelling occupied in a conventional way and that of a

dwelling occupied by up to 6 students living together as a single household. The City's planning powers cannot therefore be used directly to regulate the numbers and locations of houses occupied by 6 or less students.

5. Where there are more than 6 residents living together in a shared house, it constitutes a House in Multiple Occupation (HMO), which includes:
 - Houses let in bedsits;
 - Buildings converted into self contained flats;
 - Guest Houses and B&B's;
 - Shared houses where there are 6 or more residents.

In these cases, planning permission is required and their numbers and location can be controlled through the planning process.

City of York Local Plan

6. In terms of the City of York Local Plan, policies H7 (Residential Extensions) and H8 (Conversions) are relevant to student accommodation issues. These are included as an Annex. These policies don't relate specifically to student housing, but seek to control amenity and design through a number of criteria.
7. In addition policy ED10 (Student Housing) states that the University of York and York St John College will be expected to accommodate any extra demand created by an increase in student numbers on their campuses or on land in their ownership or control. Where no opportunity exists for the provision of student housing on the University and College campuses, the Council will consider applications for student housing on sites allocated in policy ED10 (Former Bus Depot at Navigation Road and Minster Engineering). Due to their location close to essential local services, they are regarded as the most sustainable options.

Badger Hill

8. Badger Hill is a community located in close proximity to the University of York Heslington Campus, and typically consists of 1960's semi detached and detached properties, providing family dwellings. The total number of properties on the Badger Hill Estate is 565. Within the estate, there has been a recent increase in the conversion of these family dwellings to student accommodation, to house students from the University of York who choose to live off campus. This accommodation is provided by private landlords, rather than directly by the University itself. According to the information provided to support the Petition, there are currently 47 known student houses within the Badger Hill estate. This represents 8.5% of all dwellinghouses in Badger Hill.

Current Petition

9. The Petition letter (shown in Annex A of this report) was sent to 565 houses in Badger Hill. In total, 283 response slips were returned to the originator, who

has passed them on to the Council, objecting to increased number of student lets in Badger Hill. The total number of objections received represent 54.63 % of households in Badger Hill (excluding the 47 student houses within the estate).

10. The petitioners state that every other house on the estate has shown their objection to this over development of Badger Hill and that based on the results of the petition, if planning consent is sought for a future development of this type, theoretically, every household which borders that property would potentially object.
11. The petition states that the guidelines in Policies H7 (Residential Extensions) and H8 (Conversions) of the 4th Set of Changes to the Local Plan are clear (Policies H7 and H8 are shown in Annexes B and C of this report). However, it suggests that in light of recent planning permissions to convert family houses to student lets, greater enforcement of policies H7 and H8 is required. It also suggest that a new policy could be drafted to protect family estates which tied in with the Local Plan.
12. The petition cites a planning application recently submitted to convert a 3 bedroom home at 58 Crossways to an 8 bedroom student house in Multiple Occupation (06/01751/FUL). The Development Control Officer, in making his recommendations, considered that the proposal resulted in overdevelopment of the site to the detriment of living conditions of neighbours. Consequently, the application was refused on the grounds that it was contrary to policies GP1, H7, H8 and T4 of the City of York Draft Local Plan (See Annex D for a copy of the Decision Notice).
13. Subsequently, the applicants submitted a further application (06/02270/FUL) to erect a 2 storey side extension to the property at 58 Crossways. This application includes 4 bedrooms (including the original bedrooms). No change of use was sought as the application did not state that the property would be occupied by more than 6 people - ie. no change of use has technically occurred. Therefore, officers could only judge it as a 2 storey side extension, rather than from the point of view of policies relating to the creation of a house of multiple occupation. The Officers Committee report stated in paragraph 4.10 that:

"In many ways it is regrettable that a family area is being changed in character as houses are extended and let out on a short term basis. However, this application is merely judging the impacts of a two storey side extension which may or may not be used as a student let now or in the future, planning policy is not currently in place to stop this on an individual house by house basis."

The application was refused as it was considered that the proposed development was contrary to policies GP1 and H7 of the City of York Local Plan and design principles within PPS1.

14. At the recent Public Inquiry into the University of York expansion, the issues of increased student lets on the Badger Hill Estate was a significant concern from those opposing the expansion of the University. Typically, concern centred

around loss of family dwellings for local families (which would result in lower school attendance due to fewer school age children living on the estate, the demise of local shops etc) noise (not only during the day, but also during the night as well), amenity concerns, the fact that the properties owned by landlords and let to students gradually became less well maintained (such as poorly maintained gardens, lack of external maintenance / repair of properties), and increased car parking (often on front gardens and grass verges). It was also stated that increased student lets could lead to increased crime within the estate, as many student occupied properties were empty outside term time. Concern was also expressed that as a result of the University expansion, even greater pressures would be placed on family properties on Badger Hill to become student lets.

Consultation

15. City of York Local Plan policies H7 and H8 have evolved through various stages of consultation, as part of the Local Plan process, from the Deposit Draft Local Plan, published in May 1998 to the Third Set of Changes, published in February 2003. This consultation led to the production of the Fourth Set of Changes.

Options

16. The Fourth Set of Changes to the Local Plan are the final version of the Local Plan and there is no real option to make further changes to the policies. The Fourth Set of Changes will eventually be superseded by the emerging Local Development Framework for York. If a change in policy is required, this must be done through the Local Development Framework process, rather than the Local Plan.
17. Therefore, the following options are open to Members:
 - Greater enforcement of existing policies.
 - Consider revising policy approach through the LDF safeguarding family properties from being converted to student lets or HMO's.

Analysis

18. Greater enforcement of policies:

The petitioners acknowledge that the guidelines in Policies H7 and H8 are clear and concise, and it should be noted that the decision on the planning applications referred to in paragraph 12 & 13 of this report indicate that these policies are applied and are used as reasons for refusal where appropriate. It should be noted however, that these policies can only be used in the context set by legislation, (ie if it is judged that no change of use has occurred, no application is required).
19. Revise policy approach through LDF process:

Officers are currently working on a number of documents which will make up the City of York Local Development Framework. The Development Control

Policies Development Plan Document (DPD) will be the document which guides development through individual planning applications. The generic policies within the Fourth Set of Changes to the Local Plan will form a basis on which to build up the Development Control DPD. Officers will consult with Development Control Officers to establish which policies currently work, and which need to be re-worded. Depending on the outcome of this work, it may be appropriate to revise the policy wording, or possibly draft a new policy to protect family estates. In order to consider this issue, it would be important for the Council to build up an evidence base on the residential considerations and patterns of students and to fully understand all the issues. Therefore, it would be logical to consider any issues with these policies as part of the emerging LDF process.

Corporate Priorities

20. The proposals accord with the following Corporate Strategy Priorities:
- Improve the actual and perceived condition and appearance of the City's streets, housing estates and publicly accessible spaces.

Implications

21. The following implications have been assessed:
- **Financial** - *None*
 - **Human Resources (HR)** - *None*
 - **Equalities** - *None*
 - **Legal** - *None*
 - **Crime and Disorder** - *None*
 - **Information Technology (IT)** - *None*
 - **Property** - *None*
 - **Other** - *None*

Risk Management

22. There are no known risks in this proposal.

Recommendations

23. Members are asked to:
- 1) *Ensure that policies H7 and H8 are enforced through the decision making process.*

Reason: To ensure that development accords with approved Local Plan policies.

- 2) *Request that as part of the Local Development Framework, officers explore a policy approach to ensure student housing is accommodated in an appropriate way in the City.*

Reason: To help strengthen the policy approach to student lets, protecting family dwellings.

- 3) *Ask Officers to advise the main petitioner of the outcome of the recommendation.*

Reason: To keep the petitioner informed of progress of the issues.

Contact Details

Author:

*John Roberts
Assistant Development Officer
City Development
01904 551464*

Chief Officer Responsible for the report:

*Bill Woolley
Director of City Strategy*

Report Approved

Date *4/1/07*

Wards Affected: *Hull Road and Heslington Wards*

All

For further information please contact the author of the report

Background Papers:

None

Annexes

A – Copy of the standard Petition letter;

B – Policy H7 (Residential Extensions) – City of York Local Plan – 4th Set of Changes (April 2005);

C – Policy H8 (Conversions) – City of York Local Plan – 4th Set of Changes (April 2005);

D – Copy of Decision Notice (06/01751/ FUL) – Erection of two storey pitched roof side extension and a change of use of dwelling into a house in multiple occupation.

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Annex A

Badger Hill Action Group

Over Development of Family Homes Petition

You will be more than aware that properties on Badger Hill are being converted to Student lets at an alarming rate. What started as just standard homes being let to Students, is now becoming big business for the developers.

Recently, 41 Yarborough Way has been allowed to be converted from a 3-bedroom home into a multiple student hostel, and now an application is being sought to convert 58 Crossways from a 3 bedroom home into an 8-bedroom student hostel.

The Council does not want ordinary family homes converted into flats & has a policy which means they would normally refuse permission to convert a house with 4 bedrooms or less when originally built. This policy does not appear to be working.

In support of the development schemes for Germany Beck & Derwenthorpe, the Council have stated that these sites can provide family homes with gardens, which is what people are asking for. If this area of York is lacking in family houses, you have to ask why properties on Badger Hill, the very types of houses which are so desperately needed, are being allowed to be converted to Student lets at an alarming rate. This is having a detrimental effect on our estate. People are already beginning to move out, people who have lived here for many years, and it is not new families moving in, but Property Developers who have no consideration for the community.

Students do not appear to use the local shops - notice where the Tesco delivery vans go - neither do they have children to attend the local schools - only 9 intakes this year at the Primary School - so in time we could lose the shops and the school.

Finally, Students do not pay Council Tax & neither do the Landlords of properties housing only Students, whilst the Council receives extra grants from Central Government to offset this, the Taxpayer is picking up the tab.

If you are concerned about these issues, please sign the petition slip below urging City of York Council to use its power to stop these student let conversions & save our community from becoming part of the University Campus. Please return your signed petition ASAP to the collection box in Badger Hill Newsagents from where they will be collected and presented to City of York Council.

To: Chief Executive,
City of York Council,
Guildhall,
York,
Y01 9QN

We the undersigned, urje you to use what ever powers are necessary to enforce your policy, the City of York Local Plan 4 Set of Changes 2005 H7 & H8, and stop the over development of family homes on Badger Hill into multiple student let accommodation & to refuse planning permission for all future applications for conversion to student lets of houses with less than 4 bedrooms when originally built.

Name

Address

Signature

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Annex B: Policy H7: Residential Extensions

Planning permission will be granted for residential extensions where:

- a) the design and materials are sympathetic to the main dwelling and the locality of the development; and
- b) the design and scale are appropriate in relation the main building; and
- d) there is no adverse effect on the amenity which neighbouring residents could reasonably expect to enjoy; and
- e) proposals respect the spaces between dwellings; and
- g) the proposed extension does not result in an unacceptable reduction in private amenity space within the curtilage of the dwelling.

7.49 Residential extensions are generally acceptable provided they are sympathetically designed in relation to their host building and the character of the area in which they are located and do not detract from the residential amenity of existing neighbours. Particular care is needed, however, in the design of front extensions and dormer extensions. Pitched roofs on extensions will normally be the most appropriate with large, box-style roof extensions being resisted in most cases.

Annex C: Policy H8:Conversions

Planning permission will only be granted for the conversion of a dwelling to flats or multiple occupation where:

- the dwelling is of sufficient size (min 4 bedrooms) and the internal layout is shown to be suitable for the proposed number of households or occupants and will protect residential amenity for future occupiers.
- external alterations to the building would not cause harm to the character or appearance of the building or area; and
- adequate off and on street parking and cycle parking is incorporated; and
- it would not create an adverse impact on neighbouring residential amenity particularly through noise disturbance or residential character of the area by virtue of the conversion alone or cumulatively with a concentration of such uses.
- adequate provision is made for the storage and collection of refuse and recycling.

7.50 Houses in multiple occupation (HMO's) are those occupied by a number of unrelated people who do not live together as a single household. They include bed sits, hostels lodgings and bed and breakfasts not primarily used for holiday purposes.

7.51 The Use Classes Order (1987) does not distinguish between a dwelling occupied by a conventional household, and that of a dwelling occupied by up to six residents living together as a single household. Therefore a change of use from a family dwelling to one occupied by no more than six individuals does not constitute as a change of use.

7.52 There is potential for the number of dwellings in the City to be increased by the sensitive conversion of large dwellings. Such conversion can ensure a continued life for properties and can contribute to meeting housing need. Nonetheless, in certain situations, a concentration of such conversions can have an adverse impact on the residential environment. In considering this impact, attention will be given to the character of the street, the effect on and the amount of available amenity space, parking requirements, traffic generation and any other material planning considerations particular to the case.

7.53 The number of residential conversions will be monitored to calculate the contribution that they make to the Local Plan's housing requirement and so that the cumulative impact of several conversions in any one location can be ascertained.



Refuse Planning Permission

TOWN AND COUNTRY PLANNING ACT 1990

To:

Mr J Hogg
Unit 3
Derwent Walk
Huntington
York
YO32 9QW

Application at:

58 Crossways York YO10 5JQ

For:

Erection of two storey pitched roof side extension and a change of use of dwelling into a house of multiple occupation

By:

Mr D Dale

Application Ref No::

06/01751/FUL

Application Received on:

25 July 2006

REASONS FOR REFUSAL:

1 It is considered that the proposed extension and conversion from private dwelling house to a house of multiple occupation would harm the living conditions which neighbours could reasonably expect to enjoy because of the potential noise and disturbance from the high level of occupancy and activity. The proposal constitutes an overdevelopment of the site and an intensity of use of the property which is disproportionate to its original purpose within its setting. Therefore the proposal is contrary to Policies GP1, H7 and H8 of the City of York Draft Local Plan and Planning Policy Statement 1.

2 The Council promotes sustainable forms of travel, however the proposal does not provide cycle storage for future residents of the property. Therefore the proposal is contrary to Policies H8 and T4 of The City of York Draft Local Plan.

Date:19 September 2006

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Meeting of Executive Members for City Strategy and Advisory Panel

26 March 2007

Report of the Director of City Strategy

PETITION FROM PARENTS, GOVERNORS AND STAFF AT TANG HALL PRIMARY SCHOOL REQUESTING THE RESURFACING OF THE PAVEMENT OUTSIDE THE SCHOOL ON SIXTH AVENUE

Summary

1. This report advises Members of the receipt of a petition presented by Councillor Potter at Full Council on 25 January 2007. Councillor Potter presented this petition on behalf of the parents, governors and staff at Tang Hall Primary School, requesting the resurfacing of the pavement outside the school on Sixth Avenue.
2. Members are asked to consider the options outlined in the report and approve the recommendation to include this section of footway in our 2007/2008 Resurfacing and Reconstruction programme (R&R programme).

Background

3. A copy of the resident's petition is attached as Annex 1.
4. Members will be aware that officers undertake a variety of highway inspections, including an annual inspection each year in June of all the roads and footways within the Council's area.
5. This inspection together with all the safety inspection reports and other Council inspection reports is used as a database which shows the general condition of all the Council's roads and footways.
6. All those areas found to be in a poor condition from these inspection reports are subsequently reassessed in October and November to prioritise our planned programmes of work for the forthcoming financial year.
7. The June 2006 condition survey did identify the condition of Sixth Avenue to be graded a condition 2 (average condition).
8. In accordance with the Council's policy following receipt of the petition the footways in Sixth Avenue were included on the Council's Provisional List of streets to be inspected with a view to forming part of our 2007/08 R&R programme.

9. A plan showing the footway in question in Sixth Avenue is attached as Annex 2 and colour photographs showing the general condition of the footway will be circulated at the meeting for Members to consider.
10. The detailed condition inspection referred to earlier has now been carried out and is one of those footways being recommended to form part of the Council's 2007/2008 Resurfacing programme.
11. This condition inspection of the footway showed there had been significant deterioration of the surfacing from the June inspection, predominantly oxidisation (drying out), this allows the aggregate to become loose and the surface to become dusty and start to pothole. Additionally recent tree growth showed that tree roots had lifted some of the surface causing potential hazards. For these reasons and because the footway's proximity to the school the footway scored high against the Council's inspection criteria leading to its overall condition index allowing the scheme to be recommended for the forthcoming programme.

Consultation

12. The Ward Members have been consulted in respect of this report and are in favour of Option 1, i.e. recommend this footway to form part of the 2007/2008 Resurfacing and Reconstruction programme.

Option

13. Option 1: Note and agree with officers recommendation to include a scheme in the 2007/2008 R&R programme.
14. Option 2: Ask that limited basic maintenance works only are carried out to make the footway safe.

Analysis

15. Should Members choose Option 1 it will ensure that this footway will receive the most cost effective treatment to provide a safer surface for members of the public to walk on particularly staff and pupils of the school.
16. Option 2 will cost considerably less as far as the capital outlay for the works is concerned but will leave the Council with an ongoing maintenance liability where regular patching will be needed until such time as a scheme to put right the surfacing is carried out. Additionally the longer this footway is left the more expensive the treatment will become.

Corporate Priorities

17. Maintenance of the public highway has a direct impact on several of the Council's corporate aims and policies:
18. Corporate Aim 1: (Environment)

Take pride in the City by improving quality and sustainability, creating a clean and safe environment.

Specific priorities:

- 1.1 Increase resident satisfaction and pride with their local neighbourhoods.
- 1.2 Protect and enhance the built and green environment that makes York unique.
- 1.3 Make getting around York easier, more reliable and less damaging to the environment.

19. Corporate Aim 3: (Economy)

Strengthen and diversify York's economy and improve employment opportunities for residents.

Not directly relevant to any of the specific priorities, but good quality highway infrastructure is vital to the local economy.

20. Corporate Aim 4: (Safer City)

Create a safe City through transparent partnership working with other agencies and the local community.

Specific priority:

- 4.7 Make York's roads safer for all types of user.

21. Corporate Aim 8: (Corporate Health)

Transform City of York Council into an excellent customer-focused "can do" authority.

Specific priority:

- 8.9 Manage the Council's property, IT and other assets on behalf of York residents.

Implications

Financial

22. The £24,000 cost to carry out the resurfacing works in Sixth Avenue will be met from the Council's Capital R&R budget for 2007/08.

Human Resources (HR)

23. There are no human resources implications.

Equalities

24. There are no equalities implications.

Legal

25. 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

26. There are no crime and disorder implications.

Information Technology (IT)

27. There are no information technology implications.

Property

28. There are no property implications.

Other

29. There are no other implications.

Risk Management

30. In compliance with the Council's Risk Management Strategy, the main risks that have been identified in this report are risks arising from hazards to assets and people (physical), those which could lead to financial loss (financial), and non compliance with legislation (legal and regulatory). 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

31. That the Advisory Panel advise the Executive Member to:

- (1) Note the receipt of the petition
- (2) Approve option 1 (paragraph 13).

Reason: To comply with current Council policy and ensure that the highway maintenance budgets are expended in the most cost effective way based on the Council's assessed priorities.

- (3) Advise the lead petitioner of the decision taken.

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)

Specialist Implications Officers
Wards Affected:

Report Approved



Date 13/3/07

None

Heworth

For further information please contact the author of the report

Background Papers:

There are no relevant background papers.

Annexes

Annex 1 – Resident's petition

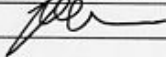
Annex 2 – Plan of area

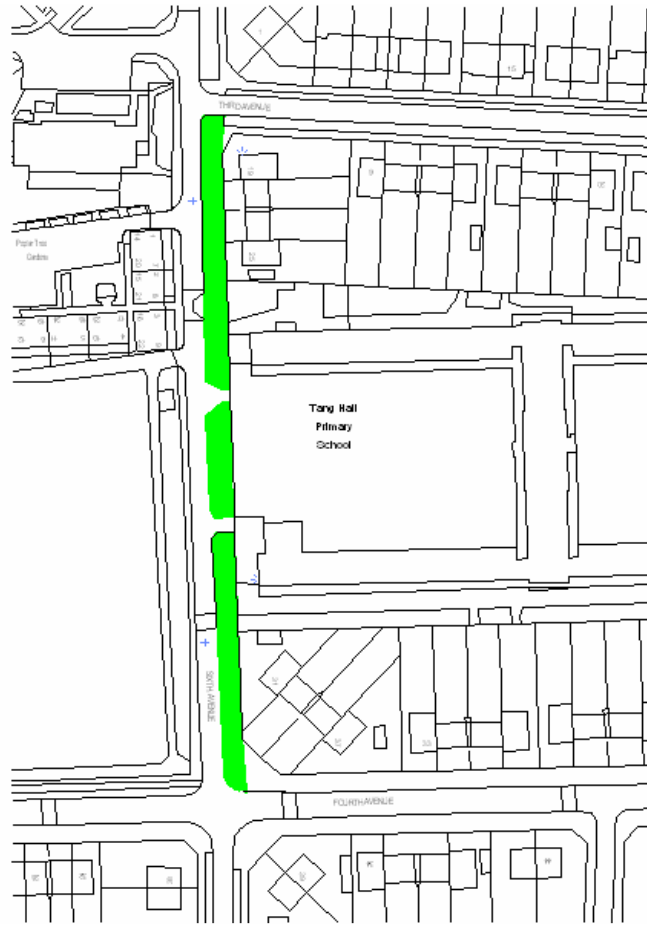
FI/LT

5 March 2007

comm./emap-city strategy/260307 Petition – Tang Hall Primary School resurfacing of pavement

We the undersigned call upon the Council to resurface the footpath on Sixth Avenue outside of Tang Hall Primary School as the path is in very poor condition and a risk to the children attending the school.

NAME	ADDRESS	SIGNATURE
JOHN WALKER	48 Heworth	
	Green York	
	Y031 7TQ	



Footway to be surfaced coloured green

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Meeting of Executive Members for City Strategy and Advisory Panel

26 March 2007

Report of the Director of City Strategy

LEAFLET PETITION FROM RESIDENTS WHO LIVE IN THE PLANTATION DRIVE AREA AND USE THE SHOPS AND POST BOX IN THE AREA OF THE SHOPS IN PLANTATION DRIVE/BOROUGHBRIDGE ROAD

Summary

1. This report advises Members of the receipt of a leaflet petition presented by Councillor Simpson-Laing at Full Council on 25 January 2007. Councillor Simpson-Laing presented the petition on behalf of 36 residents that use the shops and post box adjacent to the shops in the Plantation Drive/Boroughbridge Road area.
2. The residents are requesting that the area be tidied up including repairs to the footway surfaces and the issues relating to litter.
3. Members are asked to consider the options outlined in the report and to approve the recommendation.

Background

4. Copies of the completed leaflets signed by the residents will be available at the meeting.
5. A plan of the area, including the areas which are adopted as highway maintainable at public expense is attached as Annex 1. The adopted areas are shown hatched on the plan
6. Members will be aware that officers undertake a variety of inspections including an annual inspection each year in June of all the adopted roads and footways within the Council's area.
7. The latest inspection in June 2006 did identify the condition of the adopted sections of footways around the shops in both Plantation Drive and Boroughbridge Road to be in an average (2) condition.
8. In accordance with the council's policy following the receipt of a petition the adopted areas around the shops have been inspected with a view to forming part of our 2007/08 Resurfacing and Reconstruction programme.
9. The detailed condition assessment of the adopted areas has now been undertaken but these areas did not score high enough to be considered for inclusion in the forthcoming financial year and would not warrant attention at this time.

10. The responsibility for repairs or reconstruction of the private forecourted areas rests with the adjoining frontagers.
11. Streetscene at Neighbourhood Services has confirmed that the area adjacent to the shops is part of the new pilot zone for street sweeping and cleansing and is visited by the barrow sweeping crews on a weekly basis. They further advise that a mobile crew can be dispatched up to three times a week should any complaints be received.
12. The Council do have powers under Section 230 of The Highways Act 1980 to serve notice on the owners of the private forecourts to execute repairs needed to ensure the areas are safe for all users of the highway.

Proposal

13. To write to all the owners of the private forecourts requesting that they carry out any necessary repairs to their areas in the interests of the safety of the general public within a definite timescale.
14. Should works not be completed by the due date to serve formal notice on the property owners under Section 230 (1) of The Highways Act 1980 listing what works are necessary to maintain this area in a safe condition and defining a timescale in which these works should be completed. Powers are also available under Section 230 (4) for the highway authority to execute these works by default and recover all reasonable costs incurred.
15. Streetscene will continue to attend to the sweeping and litter picking of these areas under the new pilot zone and will attend with the mobile crews as and when requested.
16. The adopted areas will continue to be monitored and repairs will be actioned as and when required.

Analysis

17. Should Members choose to approve the proposal the Council will be reliant on the individual owners agreeing to carry out works to their own areas in the first instance.
18. A Notice served under Section 230(1) of The Highway Act would ensure the area is maintained in a safe condition but whilst this report relates to the private forecourts fronting the shops on Plantation Drive/Boroughbridge Road, there are a considerable number of similar areas throughout the City where the public have access over private areas. The proposal, therefore, has implications across the whole of the Council's area. Should any of the owners appeal to a Magistrates court relating to the service of the formal notice and works are subsequently carried out by the Council in its role as highway authority, the area would then be determined to be highway maintainable at public expense for the Council to subsequently maintain in the future.
19. Members should be aware that whilst streetscene continue to sweep and litter pick this area under the pilot zone scheme it does remain private, but whilst the Council continue to carry out these works it could be implied that the whole area, including

the surfacing and drainage, to be the responsibility of the City of York Council for future maintenance.

Corporate Priorities

20. Maintenance of the public highway has a direct impact on several of the Council's corporate aims and priorities:

21. Corporate Aim 1: (Environment)

Take pride in the City by improving quality and sustainability, creating a clean and safe environment.

Specific priorities:

1.1 Increase resident satisfaction and pride with their local neighbourhoods.

1.2 Protect and enhance the built and green environment that makes York unique.

1.3 Make getting around York easier, more reliable and less damaging to the environment.

22. Corporate Aim 3: (Economy)

Strengthen and diversify York's economy and improve employment opportunities for residents.

Not directly relevant to any of the specific priorities, but good quality highway infrastructure is vital to the local economy.

23. Corporate Aim 4: (Safer City)

Create a safe City through transparent partnership working with other agencies and the local community.

Specific priority:

4.7 Make York's roads safer for all types of user.

24. Corporate Aim 8: (Corporate Health)

Transform City of York Council into an excellent customer-focused "can do" authority.

Specific priority:

8.9 Manage the Council's property, IT and other assets on behalf of York residents.

Implications

Financial

25. There are no immediate financial implications as any works will be either carried out by or on behalf of the appropriate landowners. There is the risk that should the Council have to carry out the works, under The Highways Act 1980, the future maintenance liabilities and costs for the maintenance of this area would rest with the Council.

Human Resources

26. There are no human resources implications.

Equalities

27. There are no equalities implications.

Legal

28. Delegated authority for the serving of a Notice under Section 230 of The Highways Act 1980 rests with the Head of Network Management.

Crime and Disorder

29. There are no Crime and Disorder implications.

Information Technology (IT)

30. There are no information technology implications.

Property

31. There are no property implications.

Other

32. There may be implications across the Council's boundaries as detailed in paragraph 17.

Risk Management

33. In compliance with the Council's Risk Management strategy the main risks have been identified in this report are risks arising from hazards to assets and people (physical), those which could lead to financial loss (financial), and none compliance with legislation (Legal and regulatory).
34. 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

35. That the Advisory Panel advise the Executive Member to:
- (a) Note the receipt of the leaflet petition
 - (b) Approve the proposals outlined in paragraphs 13, 14, 15 and 16.

Reason: To ensure the area is maintained in a satisfactory condition for all users of the private forecourted areas.

Contact Details

Author:

Robin Sweetman
Engineer
Highway Infrastructure
Tel 01904 551649

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director
(City Development & Transport)

Report Approved



Date 13/3/07

Specialist Implications None

Officers:

Wards Affected: Acomb

For further information please contact the author of the report

Background Papers:

None.

Annexes

Annex 1 Plan of area

RKS/LT

27 February 2007

comm/emap-citystrategy/260307 Leaflet petition from residents in the Plantation Drive area

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ANNEX 1



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Meeting of Executive Members for City Strategy and Advisory Panel

26 March 2007

Report of the Director of City Strategy

POLICY FOR DEALING WITH ACCESS AND PARKING ISSUES IN NARROW STREETS

Summary

1. Members will recall at their 15 January 2007 meeting they considered a report from the residents in Langholme Drive, Acomb where they were calling for highway improvement works in the street to make access and egress of the street easier for vehicular traffic.
2. Members resolved to review access and parking issues in narrow streets across the city and formulate a coherent policy to deal with them.
3. Members are asked to consider the options outlined in this report and approve the recommendation.

Background

4. For the purpose of this report and for Members clarification the definition of a narrow road is equal to or less than five metres of carriageway width.
5. A copy of the Council's highway design guide policy with regards to the minimum carriageway width for new builds is shown as Annex 1.
6. Clearly many of the roads and streets in York were built well before any coherent policy with regards to highway design was ever implemented. Members will note that the current Highway Design Guide only allows two categories of roads to be built to an adoptable standard where the carriageway width can be equal to or less than 5 metres. These are informal shared surfaces where the road serves 25 or less properties or a minor access way, in effect a private drive which serves less than five properties.
7. The City of York Council network consists of 750 kilometres of carriageway. Of these, when you discard rural roads where there is no parking or access problems we have approximately 147 kilometres of residential roads or 20% of the network where the carriageway width is 5 metres or less. Approximately 23 kilometres of these roads are back lanes, 50.5 kilometres are roads where there is a verge or verges as well as a footway, and the rest approximately 73.5 kilometres are streets with just a footway or footways both sides, typically

a terraced street. Annex 2 is a plan showing the location of all the Council's narrow roads, which because of its size will be circulated at the meeting.

8. Narrow residential roads, often suffer from extensive resident parking and this can create a number of difficulties such as access problems and damage to grass verges and footways where vehicles park on them.
9. A policy to deal with damage to grass verges was approved at an officer in consultation planning and transport meeting of the 7 December 2000. A copy of this report will be available at the meeting or should Members want to see it before the meeting a copy can be had from the writer of this report.
10. The policy framework approved in the damage to grass verge policy unequivocally stated that any highway improvement works should be funded by a third party and the highway maintenance budgets should only be used to maintain the existing network.
11. Given the current financial position of the highway maintenance budget I see no reason to change this approach.

Consultation

12. Consultation has taken place with the emergency services and with Neighbourhood Services. Contact details of the consultees can be provided by the writer of this report should Members wish to request them.

13. **Police**

They only require sufficient space to take a car through, and are not experiencing difficulties like the other emergency services.

14. **Fire Service**

They experience difficulties with narrow terraced streets where cars are parked both sides. The problem is increasing, but still only occurs once or twice a year. Standard appliances are usually okay to get through, but the aerial platforms are wider. If they are responding to an emergency and a parked car is blocking the route they will try to move it (eg by bouncing), then proceed slowly and move through.

15. **Neighbourhood Services**

They are not experiencing difficulties with gaining access.

16. **Ambulance**

They have a lot of problems with narrow terraced streets where cars park both sides, particularly Leeman Road and Bishophill areas. The contact person emphasised it happens a lot, but didn't give a frequency. As they only have a 2 person crew they can't move vehicles. They approach as near as possible then offload all their gear and wheel a stretcher down the street.

Options

17. Option 1: Seek residents support to park in a more resident friendly, controlled manner to improve access and egress and reduce damage to grass verges and footways.

Option 2: Introduce a traffic regulation order to limit waiting to sections or the whole of the street and thereby improve access and egress for all.

Option 3: Where there is a grass verge convert it to a hard landscaped area using block paving, eco-blocks, bituminous macadam or similar, to widen the street to at least 5.5 m.

Option 4: Widen the road, on one or both sides depending on the severity and nature of the problem to 5.5 m in residential areas and 7.2 m where there is regular use by HGV's or buses.

Analysis

Option 1

18. This option is in line with the Council's established grass verge policy. In addition to the letters which the Highway Infrastructure team already sends in an attempt to control this matter, Officers could look at ways of utilising parking attendants and street scene officers who apart from being additional eyes on the ground could give useful help and assistance in controlling and managing the manner in which residents park.

Option 2

19. This may prove to be the most unpopular option, but would achieve resident's aspirations by ensuring the street is kept clear. Members should be aware it would be very difficult to enforce, particularly at periods through the night.
20. For any TRO to be effective Members would have to consider extending the Parking Attendants hours, possibly up to midnight. Members would have to balance the additional costs of this against the benefits, which may include a small increase in income from fines, although the main benefit would be more accessible roads.

Option 3

21. Again this is in line with the current damage to grass verge policy but the cost, plus any statutory undertakers diversionary works costs, would have to be found from third parties such as Ward Committees.

Option 4

22. This is the best engineering solution to the problem but is also the most expensive. As with Option 3 and again in line with the current damage to grass verge policy the cost of the works plus any statutory undertaker diversion

works would need to be found from other sources such as ward committee budgets, residents associations etc.

Corporate Priorities

Maintenance of the public highway has a direct impact on several of the Council's corporate aims and priorities:

23. Corporate Aim 1: (Environment)

Take pride in the City by improving quality and sustainability, creating a clean and safe environment.

Specific priorities:

1.1 Increase resident satisfaction and pride with their local neighbourhoods.

1.2 Protect and enhance the built and green environment that makes York unique.

1.3 Make getting around York easier, more reliable and less damaging to the environment.

24. Corporate Aim 3: (Economy)

Strengthen and diversify York's economy and improve employment opportunities for residents.

Not directly relevant to any of the specific priorities, but good quality highway infrastructure is vital to the local economy.

25. Corporate Aim 4: (Safer City)

Create a safe City through transparent partnership working with other agencies and the local community.

Specific priority:

4.7 Make York's roads safer for all types of user.

26. Corporate Aim 8: (Corporate Health)

Transform City of York Council into an excellent customer-focused "can do" authority.

Specific priority:

8.9 Manage the Council's property, IT and other assets on behalf of York residents.

Implications

Financial

27. The cost to carry out Option 1 would be met from the Council's current Staffing Budget.
28. The cost to carry out Option 2 would be dependent on the length of yellow line needed in respect of the Traffic Regulation Order but typically would be between £1,000 and £2,000 per street, plus any additional staffing costs.
29. Members should note that to properly enforce Option 2 may cost up to an additional £200,000 per annum depending on how many waiting restriction are introduced and the extra cost of employing parking attendants.
30. The cost to harden the grass verge would be dependent on the materials used and the cost of any statutory undertaker diversionary works. Typically the physical works would cost between £60 per square metre and £80 per square metre plus the cost of the statutory undertaker works.
31. Option 4. The cost to reconstruct a grass verge or footway to a carriageway construction depth would be £135 per square metre plus the cost of all the statutory undertaker diversionary works.
32. Option 2 would have to be considered as part of the annual highway maintenance report in order that funding could be made available for the physical works or alternatively could be funded by the ward committee if they considered it worthy of promoting.
33. Options 3 and 4 would have to be funded by a third party such as a Ward Committee or a residents association, or residents themselves.

Human Resources

34. There may be a need to increase staffing levels in the parking section should it be felt necessary to lengthen the enforcement hours of Traffic Regulation Orders around the City.

Equalities

35. There are no equalities implications.

Legal

36. City of York Council in its capacity as the Highway Authority as a statutory duty under Section 41 of the 1980 Highways Act to maintain the public highway.

Crime and Disorder

37. There are no significant Crime and Disorder implications, although parking on footways and grass verges, or obstructing the free flow of traffic or pedestrians by way of anti social parking could well lead to disorder.

Information Technology (IT)

38. There are no information technology implications.

Property

39. There are no property implications.

Other

40. There are no other implications.

Risk Management

41. In compliance with the Council's Risk Management strategy the main risks have been identified in this report are risks arising from hazards to assets and people (physical), those which could lead to financial loss (financial), and none compliance with legislation (Legal and regulatory). 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

42. (1). Note the content of the report.
- (2) Approve the decision making process, as outlined in Annex 3 of this report.

Reason: to comply with current Council policy and ensure that the Highway Maintenance Budgets are expended in the most cost effective way whilst at the same time freeing access for vehicular traffic to the road network where streets are equal to or less than 5 metres wide.

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Specialist Implications Officers:
Wards Affected: All

Report Approved **Date** 13/3/07
Patrick Looker, Finance Manager, City Strategy

For further information please contact the author of the report

Background Papers:

Damage to Grass Verge Policy 7 December 2000.

Annexes

- Annex 1 Extract from Highway Design Guide
- Annex 2 Plan of the Council's narrow roads – to be presented at the meeting – available for inspection on request at reception at 9 St Leonard's Place
- Annex 3 Decision making process as set out in the approved Damage to Grass Verge Policy in December 2000.

FI/LT

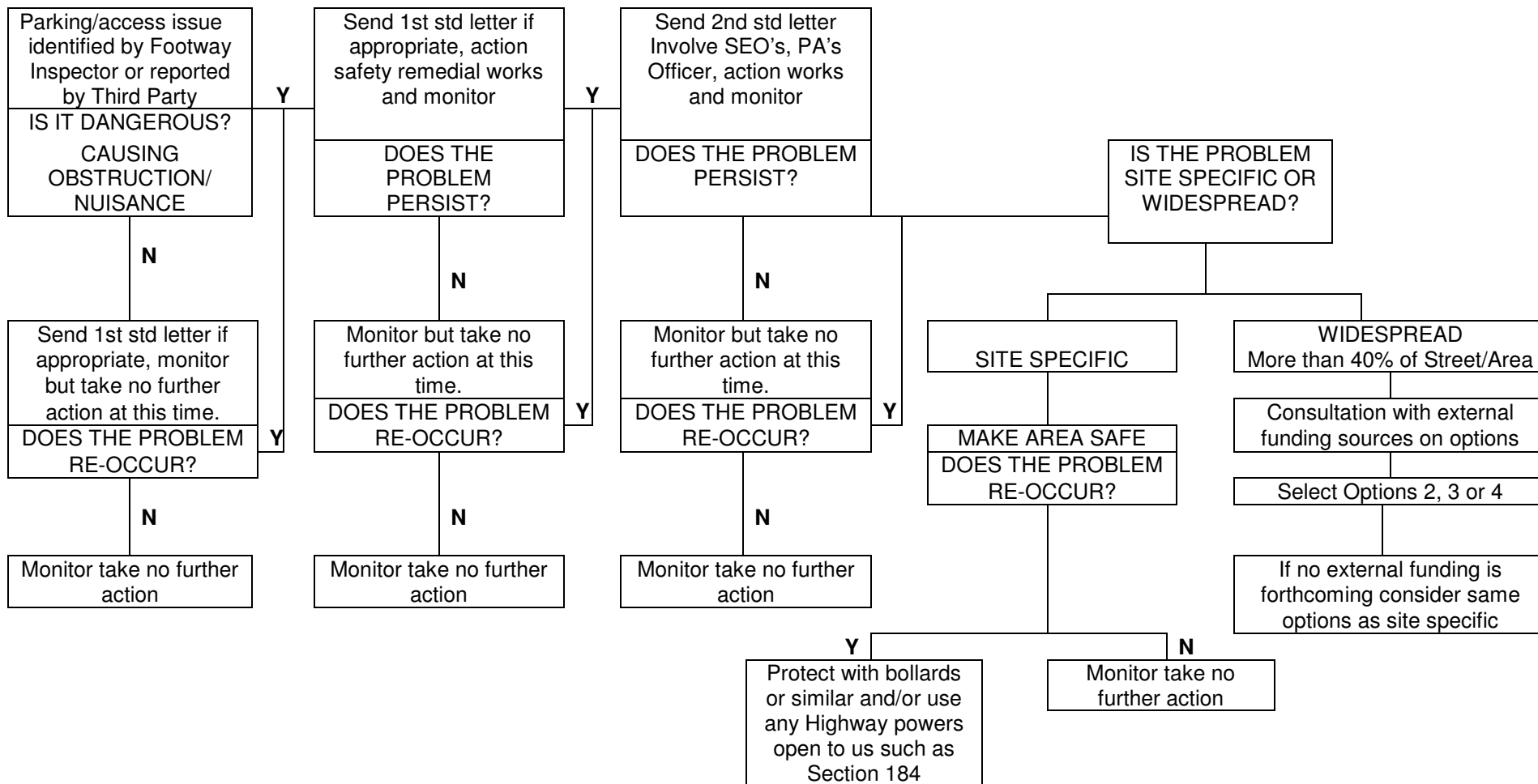
5 March 2007

[comm/emap-citystrategy/260307](#) Policy for dealing with access and parking issues in narrow streets

Extract from Highway Design Guide

Road Type	Minimum Carriageway width*	Minimum Centreline radius	Minimum footway width	Minimum verge width	Design Speeds for visibility etc	Max Gradient	Junction Alignment	Minimum Spacing junction (m)	
								Same side	Opp side
	(m)	(m)	(m)	(m)	(mph)	(%)	(°)		
Local Distributor	6.5 ¹	60	2 x 2.0	2 x 2.0 ²	30	6	90°	60	35
Transition Road	6.0	60	2 x 2.0		30	6	90°	60	35
Residential Access Roads:									
Major	5.5	20 ³	2 x 2.0	N/A	20/30	7	90°	30	15
Minor	5.5	20	2 x 2.0	N/A	20	7	90°±10°	N/A	N/A
Shared surface roads									
Informal shared surfaces	4.5 - 6.5	10	N/A	2 x 2.0	<20	10	90°±10°	N/A	N/A
Access courts	6.5 ⁴	10	N/A		<20	10	90°±10°	N/A	N/A
Minor Accessway	4.5 ⁵	10	N/A	1 x 2.0	<20	10	90°±10°	N/A	N/A

NARROW STREET POLICY - DECISION MAKING PROCESS





Meeting of Executive Members for City Strategy and the Advisory Panel

26th March 2007

Report of the Director of City Strategy

PAVEMENT CAFÉ LICENCES

Summary

1. This report brings to the Advisory Panel's attention permissions which are being sought by two organisations to operate pavement cafés for extended periods of time and proposes in response a revised Policy against which these and all future applications for licences should be judged.

Background

2. For a pavement café to operate on the Public Highway, Planning consent has to be granted **and** a license has to be issued by the Highway Authority. These are two entirely separate considerations and made under different legislation each with their own criteria. In non Unitary Authorities the determination of Planning consent and consideration of the possible grant of a Pavement Café licence is undertaken by two different Authorities. Since the creation of the City of York Council as a Unitary Authority 1996 both are of course considered by the same body – although within different sections of the same Department - and a highway license has automatically been issued for any application that has planning consent on the basis that elected Members had considered the matter and approved it. However, it is important to note that it is not an automatic right to hold a licence just because planning consent has been granted.
3. Until now this process has not caused any problems as the cafés operate mainly during the day and often within the footstreets. However, planning applications are beginning to come in for longer hours in order to take advantage of the changing night time culture and changes in legislation which govern how enclosed premises may be used. Applications are also being received which occupy extensive sections of the public highway. The effect of both effectively converts the affected public highway into privately controlled spaces that the Highway Authority still has to maintain. This additionally begins to call into question if the council is actually discharging its Statutory Duty to protect and assert the rights of people at large to 'Pass and Repass without let or hindrance' on any part of the highway.
4. The situation has now developed where, in some cases there may be no firm planning reasons to turn down an application (also a refusal could be challenged on appeal) but there can be reasons why the Highway Authority would want the highway kept clear in order to comply with its Network Management duties or to simply allow others to use the highway. This

confusion has extended to the Planning Inspectorate who granted permission on appeal relative to the grant of Planning consent to use the highway for one application in the city centre for Planning consent between 09.00hrs and 02.30hrs. There is no provision in the legislation for such a decision to be made binding upon any Highway Authority. It is therefore important to keep both issues separate and for the different areas of the council's responsibilities to be considered as individual issues.

5. There are at present 18 premises (café's, bars and restaurants) that have café licences and the number of tables they have ranges from 4 to 22. The annual fee for the highway licence is £450 regardless of the number of tables, area of highway in use or hours of operation. This is to rise on the 1 April to £464. Although the areas of highway are conditioned under the licences issued not to be available for use by those drinking alcohol they could be used by patrons wishing to have a smoke. This aspect has prompted at least one organisations to apply for a licence so that they could offer their customers smoking facilities which would otherwise be prohibited as all of their business activities take place within enclosed premises.
6. Members now have the situation where 5 of the 18 licensed cafes have planning consent and licences to occupy the public highway for in excess of 14 hours a day. One of these, the Blue Fly café on New Street has planning consent for the operation of a pavement café between 09.00 hours and 02.30 hours daily. This was granted on appeal and in accordance with the former practice a Pavement Café licence was granted by the Highway Authority to cover these hours. This business has now acquired additional premises adjacent to their existing ones which they intend to continue to operate and has sought Planning consent to operate a pavement café covering the same hours as granted on appeal. If granted this would mean that there would be permission for a pavement café for this business and one operated by another business that would occupy a continuous length of highway of some 180 metres.
7. McMillians on Rougier Street have planning consent (originally turned down by the West Planning Committee) for a pavement café to operate between 11.00 hours and 20.00 hours daily. This has never been implemented nor a Pavement café licence sought. Consent is now sought to extend these hours to 02.00 hours daily and to 03.00 hours on Friday and Saturday. The consent is sought to enable the area to be used as a smoking area. Members of the general public would have no access to the area and could not just 'walk off the street' into it as in a normal pavement café.
8. The applications previously granted and now being requested suggest that the City of York Council as Highway Authority needs to have a clear policy upon how its highways are used for pavement café activities and thus when a Highway Licence should be granted.

Options and Analysis

- 9 The options available are set out below:
 - A. Allow the current practise to carry on as it does now with an automatic Highway licence being granted following the grant of Planning consent.

Whilst in the main this is unlikely to lead to difficulties as can be seen from paragraphs 6 and 7 above at the limits this could mean that private businesses were in effect using the public highway for their own personal gain for far longer than the general public could use that same space. This directly conflicts with the Highway Authority Duty to protect and assert the rights of the public to use its highways. In the case of the Blue Fly, out of every 24 hours the public would only be able to use it for 6.5 hours, the majority of which would be in the early hours of the morning. Effectively therefore this section of the public highway would be used for private gain at all reasonable times when the public have a right to use it. The Macmillians application is similar with between 6 and 7 hours public use a day, again mostly at times when the public would not have a need to use it. Such use could also present difficulties for delivery drivers and street maintenance.

This option is not recommended.

- B. Adopt a standard set of conditions which would redress the balance between the legitimate operation of a facility for the public to enjoy taking refreshments in the open air and the right of the public to use the public highway occupied by any facility. Applications for licences which would operate within these conditions could be delegated to Officers to determine. Those which did not would be referred to Members for determination.

This arrangement would allow the Highway Authority to make an assessment of a proposal on purely traffic management grounds and keep a distinction between the need to gain Planning consent and the need to obtain a licence.

This option is recommended.

Proposed Standard Conditions

10 Annex A gives a list of standard conditions amongst which are:

- The use of the licensed area shall cease before 20.00 hours each day and shall not commence prior to 10.00 hours.
- No licence will be granted if the effect of this licence and any previously granted for premises in the same street, would be:

that in that street. the length of licensed pavement café would result in a continuous section in excess of 50 metres

or

where the public highway concerned is a paved island or square, the licensed area and any previously licensed area would occupy more than 33% of the publicly available space.

These conditions are in line with those used in many other Local Authorities throughout the country and are in some respects (mainly the hours of operation) less restrictive than found in some.

11 Adoption of these conditions and the two above in particular would mean that of those licences currently issued, 11 would need to be modified, either

slightly or substantially. This could be undertaken when the application next came up for renewal or alternatively members have the power to revoke the licence giving 3 months notice and ask the applicant to apply for a fresh licence in accordance with the new conditions. Annex B gives details of the licences currently issued and their hours of operation. It is recommended that the former course of action be adopted.

Corporate Priorities

- 12 This matter is considered to be part of the city council's corporate priorities in relation to "improving the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces".

Implications

The implications of the recommendations in this report are as follows:

Financial

- 13 There are no financial implications.

Human Resources (HR)

- 14 There are no HR implications.

Equalities

- 15 There are no equalities implications.

Legal

- 16 A legal challenge may be possible against the council if it allows café's to operate unchecked at the expense of its duty to maintain an efficient traffic flow. "Traffic" within the meaning of the Traffic Management Act 2004 includes pedestrians and cyclists as well as vehicles. Section 137 of the Highway Act 1980 makes it a specific offence to obstruct the public highway without lawful authority. Thus any object placed upon the highway, unless covered by a specific exemption (such as litter bins) is legally an obstruction and the person who placed it liable for prosecution either by ourselves or the police unless correctly authorised. Only the Highway Authority has the power to authorise the use of the highway for pavement café's.

Crime and Disorder

- 17 There are no direct crime and disorder implications. Provisions within the licence however require the pavement café to be removed from the highway immediately if requested by the Council, Police or other emergency service. The licence holder is also responsible for the conduct of customers. The licence holder is required to ensure that they are not a nuisance to or annoy users of, the highway or tenants of adjoining premises and abuse can result in immediate termination of the licence.

Information Technology (IT)

- 18 There are no IT implications.

Property

- 19 There are no property implications as the highway is not owned by the Highway Authority.

Other

Cleansing

- 20 Conditions in the licence require the area licensed to be maintained in a clean and tidy condition and also to take appropriate steps to prevent the highway from becoming littered as a result of trading activities.

Risk Management

- 21 In compliance with the Council's risk management strategy. There are no risks associated with the recommendations in this report.

Recommendations

- 22 That the Advisory Panel advise the Executive Member to:
 - a. adopt Option B in paragraph 10
 - b. adopt the Standard Conditions described in Annex Aand
 - delegate to Officers the granting of a pavement café licence that complies with these conditions.
 - c. Decisions on applications for pavement café licences that do not meet these conditions be referred to this Committee for a decision.
 - d. Current licences are to be allowed to remain in being until their date of renewal at which time the licence is only to be granted in accordance with recommendations [b]and [c].

Reason: So as to protect the Highway Authorities position in relation to the discharge of its Statutory Duties.

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Report Approved **Date** 26/3/2007

Specialist Implications Officers: Legal – Mark Blackburn/Martin Blythe, Legal Services

Wards Affected: All

For further information please contact the author of the report

Background Papers:

Annexes:

Annex A –Set of Standard Conditions for pavement Café licences

Annex B – details of Pavement Café licences issued to date.



Information Points and Pavement Cafes Highway Licence

Standard Conditions

- 1 For streets with footways and carriageways, the maximum width of any licensed area shall not exceed one third of the usable width of the footpath. A minimum unobstructed footpath width of 1.8 metres must be provided for safe and convenient pedestrian movement. This distance being, measured from the edge of the licensed area to any significant amount of street furniture (such as lamp posts, bollards, parking meters etc). Where there is a heavy pedestrian flow additional footpath space may be required.
- 2 For fully pedestrianised streets a minimum width of 1.8 meters or two thirds of the total width of the public highway, whichever is the greater, must remain free and unobstructed to facilitate pedestrian movement. This figure may be increased where there is a heavy pedestrian flow. The unobstructed route shall fall equally either side of the centre line of the highway to ensure the space available for tables and chairs is shared equally between premises on each side of the street.
- 3 Only the licensed and designated area shall be used for trading.
- 4 Only tables, chairs and umbrellas associated with tables and small potted plants shall be placed within the designated area. No other furniture other than receptacles shall be placed within this area.
- 5 The license holder will ensure that the designated area is maintained in a clean and tidy condition. The license holder shall also take appropriate precautions to prevent the highway from becoming, littered as a result of trading activities.
- 6 The license holder will be responsible for the conduct of customers. They must not be a nuisance or annoy users of the highway or tenants of adjoining premises.
- 7 All tables and chairs shall be removed at the end of each trading day.
- 8 Suitable storage for tables and chairs; shall be identified by the applicant at the time of application for a license.
- 9 Tables and chairs shall be durable and suitable for outside use. No damaged furniture should be used.

- 10 Tables, chairs and umbrellas shall not be positioned so as to obstruct sight lines for drivers of vehicles at junctions.
- 11 No speakers or music shall be permitted.
- 12 No electrical cables shall be run along the ground in such a way that they create a trip hazard or are susceptible to mechanical damage.
- 13 A clear pathway of at least 1.2 metres wide shall be maintained to allow entrance and exit from shop premises.
- 14 Only refreshments shall be provided.
- 15 The area shall be vacated immediately if requested by the Council, Police, other emergency service, Statutory Undertaker etc. without any liability for compensation, refund of application fee, or damage arising.
- 16 Planning permission must be obtained for the use of the highway for a pavement café and for any structural alterations to the building or its appearance. This includes the fitting of electrical signs and canopies.
- 17 No canopy or umbrella shall be lower than two metres in height and shall be adequately secured.
- 18 The issue of a license does not give, or imply any permission to supply intoxicating liquor in the street.
- 19 The use of the licensed area shall cease before 20.00 hours each day and shall not commence prior to 10.00 hours.
- 20 Notice of application for a new licence shall be displayed in the window of the premises to which it relates for a period of 21 days.
- 21 The licence shall be displayed in the window of the premises to which it relates.
- 22 The licence shall be rendered invalid, should the license holder cease to own the premises or cease employment.
- 23 No licence will be granted if the effect of this licence and any previously granted for premises in the same street, would be:
 - that in that street. the length of licensed pavement café would result in a continuous section in excess of 50 metres
 - or

where the public highway concerned is a paved island or square, the licensed area and any previously licensed area would occupy more than 33% of the publicly available space.

Pavement Café's

2006 - 2007
2007 - 2008

Name	Location	Planning Permission	Licence expires	No. of Chairs	No. of Tables	No. of Parasols	Hours of licence
Roman Baths	9 St Sampsons Sq, York	Yes	8th April 2007	60	15	0	8:00 till 23:30 Mon-Sat, 8:00 till 23:00 Sun
Mana Greek Restaurant	10 St Sampson Sq, York	Yes	24th August 2007	40	10	0	8:00 till 23:30 Mon-Sat, 8:00 till 23:00 Sun
Browns of York	Davy Gate/ St Sampsons Sq, York	Yes	31st May 2007	40	10	0	9:00 till 18:00 Mon-Sat
York Archaeological Trust	Jorvik Centre, Coppergate	Not Required	8th August 2007	32	8	4	9:00 till 17:30 Mon-Sun
Kennedy's Café Bar	1 Little Stonegate	Yes	3rd May 2007	18	9	0	11:00 till 20:00 Mon-Sun
The Spurriergate Centre	St Michaels Church, Spurriergate	Yes	14th May 2007	16	4	0	11:00 till 16:00 Mon-Fri, 10:30 till 16:00 Sat, 12:00 till 16:00 Sun

Harkers	1 St Helen's Sq	Yes	31st December 2007	14	7	0	11:00 till 20:00 Mon-Thur, 11:00 till 19:00 Fri, 10:30 till 19:00 Sat, 12:00 till 19:00 Sun
First Stop York	St Helen's Sq, York Minster Area and Coppergate	Not Required	9th July 2007	N/A	N/A	N/A	9:30 till 16:30 Mon-Sat, 10:00 till 16:00 Sun
Reeds Tea Rooms	30/32 High Petergate	Yes	4th June 2007	40	10	0	9:30 till 19:00 Mon-Sun
Dusk	8 New Street	Yes	31st August 2007	12	4	4	9:00 till 2:30 Mon-Sun
Rioco (Penny's)	10 Feasegate	Yes	7th May 2007	16	4	0	11:00 till 16:00 Mon-Sat, 12:00 till 16:00 Sun
Starbucks (Coney Street)	14 Coney Street	Yes	22nd May 2007	20	5	4	11:00 till 23:30 Mon-Fri, 10:30 till 23:30 Sat, 12:00 till 23:00 Sun
O'Briens Irish Sandwich Bar	32 Parliament Street	Yes	17th May 2007	24	6	2	8:00 till 19:00 Mon-Sun
The Blue Fly	10a New Street	Yes	20th February 2007	24	6	0	9:00 till 23:00 Mon-Sat, 10:00 till 22:30 Sun
Capaldi's Café Bar	12 College Street	Yes	31st December 2006	24	6	0	9:30 till 18:00 Mon-Sun

St Williams Restaurant	5 College Street	Yes	6th May 2007	24	6	6	10:00 till 22:00 Mon-Sun
Starbucks (Coppergate)	16 Coppergate Walk	Yes	19th October 2007	12	5	0	10:18:00 Mon-Sat, 11:00 till 18:00 Sun
York Art Gallery	Exhibition Square	Yes	20th October 2007	88	22	4	10:00 till 16:30 Mon-Sun



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

26 March 2007

Report of the Director of City Strategy

PUBLIC RIGHTS OF WAY - REVIEW OF ALLEYGATING POLICY, PROCEDURE & PRACTICE DOCUMENT, AMENDED TO INCORPORATE NEW LEGISLATION.

Summary

1. This report sets out to inform the Advisory Panel of the need to review the content of the existing Alleygating Policy, Procedure & Practice Document, which was last revised in March 2004.
2. Section 2 of the Clean Neighbourhoods and Environment Act 2005 (CNE) became operative on 1 April 2006, by inserting a new Section 129 into the Highways Act 1980 and introducing 'Gating Orders'. This brings in new Alleygating powers for local authorities to use, as an alternative to legislation presently employed under the Countryside and Rights of Way Act 2000 (CROW), but has very similar criteria. It is recommended that the Advisory Panel approve **Option A** and advise the Executive Member to adopt the new policy document.

Background

CROW Act 2000 – "Alleygating"

3. The Countryside and Rights of Way Act 2000 amended certain sections of the Highways Act 1980 (HA); specifically S118 and S119.
4. Prior to the introduction of the CROW Act it was not possible to either close or divert a public footpath for crime prevention purposes, no matter how prolific or serious the crime was. The CROW Act introduced legislation allowing such closures, which has become known as Alleygating. The new S118B, deals with footpath closures and S119B, deals with footpath diversions.
5. The idea of Alleygating has been seen by many as one of the answers to combating crime and anti-social behaviour, in particular rear entry burglaries. In parts of the country where Alleygating has been carried out, there have been significant reductions in crime and anti-social behaviour and any scheme that has this effect, has therefore to be encouraged.

6. Alleygating schemes already implemented in the City of York Council administrative area have proven a success in combating crime and anti-social behaviour. In one alley alone, crime was reduced by 87.5% and by 30 to 40% in the street as a whole. There is therefore a strong indication that in addition to facilitating rear entry burglaries, the alley was also being used as an escape route for crimes committed in the street. Other gated alleys have also seen significant reductions in crime and anti-social behaviour, but not to the same extent and it would be unwise to suggest that this level of crime reduction could be achieved every time.
7. Following the implementation of the original Alleygating Policy in July 2003, it was found that residents objected to certain parts of the policy, namely the responsibility of repairs and maintenance to gated alleys. Residents were unwilling to take on these responsibilities, in fear of the possibility of potentially large repair costs should any major work be required in the alley, previously carried out at public expense.
8. The Alleygating Officer found that there would be no increase in spending for maintenance and repairs, if the Council retained these responsibilities in gated alleys; the large majority of which were highways repairable at public expense. The probability was that there would be a reduction in spending, due to the fact that these rear alleys would not be used as often, once gated.
9. The Alleygating Policy was therefore amended by the Executive Committee in March 2004. The new Policy gave residents the option of agreeing to take over responsibility of the gated alley, or handing back responsibility to the Council. In every Alleygating scheme completed in the city to date, residents have opted to hand back responsibility to the Council.

Clean Neighbourhoods and Environment Act 2005 – “Gating Orders”

10. When the Clean Neighbourhoods and Environment Act 2005 came into force it created another option for controlling public use of alleyways. The legislation is very similar to current Alleygating legislation, but does not require an alleyway to be in an area designated by the Secretary of State as a high crime area, as is required under the CROW Act. As this Act has only recently come into force, City of York Council does not yet have a policy document to manage its implementation.
11. In May 2005, the Alleygating Officer presented a report to the East Area Planning and Transport Sub-Committee, regarding a petition to close an alley that was not in any of the designated areas. As legislation available at the time did not allow the alley to be closed, the matter was resolved with the compromise of fitting a kissing gate and fence and Members were asked to consider reviewing the petitioners’ request, once the Clean Neighbourhoods and Environment Act 2005 came into force.
12. Members accepted the officer’s proposal, with the added recommendation that once the new Act came into force, a policy document incorporating the new Act, should be prepared to ensure that all alley gate proposals were dealt with in a consistent manner.

13. Because of the similarities of the two Acts and the fact that they both amend the Highways Act 1980, it would be more straight forward to use one piece of legislation covering all alley closures, rather than several pieces of legislation trying to achieve the same result.
14. The two main differences between the two Acts. Firstly, the CROW Act permanently extinguishes a highway, whereas a Gating Order restricts the public's use of a highway, but retains its highway status thereby allowing it to be returned to public use if required at a later date and secondly, an Order can be made to restrict the public's use, even if there are objections to it.
15. In addition, Home Office Guidance Notes recommend that all Gating Orders be reviewed on an annual basis, to assess their success or otherwise. This review should evaluate whether each Gating Order is acting as a useful crime or anti social behaviour measure; it should also assess the impact it is having on the community and discussions should be held with local residents to gauge whether the limited access is causing excessive inconvenience.

Conditional Gating Orders

16. The CNE Act also allows a conditional restriction of an alley, so that it can be closed only at certain times of the day, or on certain days, such as at night or weekends. This could be useful if an alley only has problems after dark or at other times, but is well used and virtually crime free the rest of the time.
17. A Conditional Gating Order must include the details of the person responsible for the opening and closing of the gate and also the times (and days) when the gate is opened and closed. This is a statutory requirement which must be carried out in accordance with the conditions contained within the Order and failure to open the gate could constitute an unlawful obstruction, leaving the authority open to prosecution. More importantly, if the gate was not locked at the specified time and a member of the public entering it was to be injured, or fall victim to an unlawful act; or an adjacent property was damaged or burgled, this could leave the authority open to a civil liability claim, potentially costing the Council thousands of pounds in compensation claims. This undertaking will therefore have to be in place as long as the Order is in force and cannot be handed to adjacent residents.
18. At present, there is no department within the Council detailed with the statutory requirement of opening and closing gates, although there are departments that open and close the Bar Walls and certain parks within the city.
19. If Conditional Gating Orders are to be implemented, then this duty will have to be either taken on by one of these departments, or a post created for that purpose. This is a duty which will have to exist and be funded for as long as the Conditional Gating Order is in force and is not optional. Should this duty be contracted out to a private security company, such as Mayfair, then the cost of them managing the gates would be typically £4,500 to £5,500 per Gating Order per year. However, this cost might be more, or less, depending on the specific circumstances of each Order at that specific time.

20. Consideration has been given to the potential for time locks to be used instead of employing someone to open and close the gates.
21. In order to fit a time lock, there needs to be an electricity supply to the gate. There are three main methods of achieving this; battery power, mains power and solar power. Of these, batteries do not produce enough power to operate the type of lock needed for external use. The provision of mains power has health and safety implications over and above the cost of providing electricity to the gates, as it would need to be fitted in the same way and to the same specifications, as powered street furniture. The only other alternative is solar power, which requires a solar panel and rechargeable battery situated nearby and connected to the lock.
22. There is a possibility that solar panels may require planning permission depending on where and at what height they are mounted. This might not be granted if the alley is in a conservation area. Also, dependent on its location, the panel could be a target for vandalism.

The following is a breakdown of approximate costs for solar power.

• Cost per gate (fitted)	£1,000
• Legal closure process	£1,500
• Solar Panel (12volts, max 110A & 20W)	£250
• Rechargeable battery	£80
• Time lock kit with key override in case of power failure	£400
• Total per gate	£3,230

The above estimate does not include the cost of maintenance and repair to the gate, lock or solar panel, nor does it cover the cost of specialist fitting of the solar panel and locking mechanism.

23. In addition to the above, for this system to work correctly, without human intervention, it would require self-closing hinges. This creates further health and safety implications should the gates swing back onto a member of the public and is one of the reasons why self-closing hinges are not used in any of the alley gates presently fitted.
24. Another matter to take into consideration is the danger that someone might wedge the gates open. In this instance when the time lock operates, with the gate wedged open, the gate cannot be closed without the overriding key. There is also the possibility of someone using the alley being between the two gates when the lock operates, thereby trapping them within the alley with no means of escape.
25. Should there be a fault resulting in a power failure; the lock can be programmed to fail in either the locked or unlocked position. The chances of a gate being wedged open, or a power failure with the lock open or closed, would have the same legal implications as those already mentioned in paragraph 16.

26. There does not appear to be any evidence of any local authority or private operator using security time locks without them being monitored either by CCTV or human presence. Therefore, due to the above issues of potential failure, safety, damage, maintenance and the legal implications, the use of time locks is not recommended.
27. It is recommended therefore, that unless resources are made available to enable the gates to be closed by hand for the life of the Order, then Conditional gating Orders should not be considered.

Consultation

28. City of York Council's Civic, Legal and Democratic Services have been consulted and any required amendments have been included in the policy document, with particular attention to paragraphs 42, 43, 46 and policy AG8.
29. City of York Council Street Scene are consulted on each closure proposal, however, their overall views have been included within the content of the Policy Document.

Options

Members have the following options: -

30. Option A – Recommended.

Endorse the new policy document covering all alley restrictions, using one piece of legislation. This option is recommended.

31. Option B – Not Recommended.

Retain the present policy for use with alley closures using the CROW Act and create a separate policy document to cover alley restrictions using the Clean Neighbourhoods and Environment Act 2005. This option is not recommended.

Analysis

32. Option A. Endorse the new policy document covering all alley restrictions, using legislation brought in by the Clean Neighbourhoods and Environment Act 2005. This process is easier, quicker and cheaper than the process used under the CROW Act. It gives the Council the option of making a Gating Order, even if there are objections, without having to pass the opposed order on to the Secretary of State for determination. The advantage of this is that such a scheme does not have to be held up by a single objector, as has happened on earlier occasions and it also gives the Council the option of revoking the Order at any time, as the highway rights are retained. This option is recommended.
33. Option B. Retain the present policy for use with alley closures using the CROW Act and create a separate policy document to cover alley restrictions using the Clean Neighbourhoods and Environment Act 2005. Although this

would still allow both pieces of legislation to be used, there is the possibility that there could be a greater chance of conflict or contradiction between the two policy documents. Using a single document is also more efficient than having to refer to two separate documents and thereby reduces the possibility of error when carrying out the legal processes which are slightly different for each piece of legislation. This option is not recommended.

Corporate Priorities

34. Both pieces of legislation are designed to reduce crime, the fear of crime and various forms of anti-social behaviour. They both tie in with the council's fourth Information Statement to *"Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York."* This can be achieved by restricting the public use of alleys that attract the type of crime and anti-social behaviour, which affects the daily lives of law-abiding residents.

Implications

- **Financial**

35. At present the maintenance and repair of adopted alleys is funded from moneys set aside for maintaining public highways. As highway status is retained, this would continue without any extra costs being incurred and in fact may result in less expenditure due to public access being restricted. However, should Conditional Gating Orders be considered, then the following costs per Order must be taken into account and made available for the life of the Order:

- A budget must be made available to carry out the necessary legal and physical processes - Approximately £2,500 (2 gates).
- An annual budget must be made available for managing the opening and closing of the gate(s) - Approximately £4,500 to £5,500 per year (per alley for the life of the Order).
- Consideration should also be given to the cost of revoking the Order.

36. A separate budget would have to be made available and the access management contract would be subject to the Council's procurement rules. There is currently no budget available for such orders and therefore should this approach be considered further work would need to be undertaken to determine how this could be funded. It would not be ideal to use Ward Committee budgets as they are only able to allocate funds for a 12-month period.

- **Human Resources (HR)**

37. There are no HR implications.

- **Equalities**

38. There are no equalities implications.

- **Legal**

39. City of York Council's Civic, Legal and Democratic Services have been consulted in order to ensure that the policy document has correctly interpreted the relevant legislation. Their legal opinion relating to Conditional Gating Orders is contained within paragraphs 17, 18 and 19, of this report and paragraphs 45 and 46 of the Policy document, with the advice that the council should not consider making such Orders, as there is a serious resource issue which could leave the council open to legal action. Any necessary amendments have already been incorporated into the document. There are no other legal implications.

- **Crime and Disorder**

40. There are no crime and disorder implications that have not already been discussed. Whichever option the Executive Member decides on, it will not alter these implications, as both options will allow City of York Council to fulfil its duties under the Crime and Disorder Act 1998.

- **Information Technology (IT)**

41. There are no IT implications.

- **Property**

42. There are no property implications.

- **Other**

43. There are no other implications.

Risk Management

44. In compliance with the Council's Risk Management Strategy. There are no risks associated with the recommendations of this report.

Recommendations

45. It is recommended that the Advisory Panel advise the Executive Member to accept **Option A** and resolve to: -
1. Endorse a single policy document known as the 'Gating Order Policy, Procedure and Practice Document', covering all aspects of alley closure, using the Clean Neighbourhoods and Environment Act 2005.
 2. Allow costs for maintenance and repairs to the alleys, to remain within the highway maintenance budgets, as highway rights would still exist.

Reason: To reflect new legislation.

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Report Approved

Date 13/3/07

Specialist Implications Officers:

Financial – Patrick Looker, Finance Manager, City Strategy
Legal – Martin Blythe, Legal Services

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

1. Highways Act 1980
2. Crime and Disorder Act 1998
3. Countryside and Rights of Way Act 2000
4. City of York Council Alleygating Policy, Procedure and Practice as amended March 2004 (available on the CYC website).
5. Clean Neighbourhoods and Environment Act 2005
6. The Highways Act 1980 (Gating Orders) (England) Regulations 2006 (SI 2006 No537)

Annexes

1. Gating Order Policy, Procedure and Practice Document, March 2007



**GATING ORDER POLICY,
PROCEDURE & PRACTICE DOCUMENT**

**USING LEGISLATION BROUGHT IN BY
THE CLEAN NEIGHBOURHOODS AND ENVIRONMENT ACT
2005**

March 2007

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INTERPRETATION

1. Within this document the terms 'Alleygating', 'Alleygating Scheme', 'Special Extinguishment Order' and 'Gating Order' shall refer to the closure of an alley either by the installation of a removable barrier (e.g. a locked gate) or the installation of a permanent structure (e.g. a wall or fence).
2. This policy shall apply to all minor highways referred to in legislation as 'relevant highways', and is not restricted to those recorded on either the Definitive Map and/or the List of Streets Maintainable at Public Expense. It includes any footpath, bridleway or restricted byway over which the public have access whether by foot or vehicle, but does not include trunk roads or special roads.

INTRODUCTION

3. All local authorities and certain other 'responsible authorities' (such as the police), as listed under Section 5 of the Crime and Disorder Act 1998, have a duty under Sections 6 and 17 of that Act, to implement crime reduction strategies in an effort to reduce overall crime in their administrative area. One of the main crimes committed in this country and one which has the most impact on its victims, is domestic burglary.
4. It is an acknowledged fact, that burglars prefer to break into a house through the doors or windows at the rear or side of the building where there is less chance of being seen, whereas only 15% of domestic burglaries occur through the front doors or windows. A lockable gate at the entrance to an alley and which is difficult to climb will help to keep the number of burglaries down. In some parts of London and Liverpool, it has been demonstrated that such gates have brought down the number of rear access burglaries by up to 90% and 50% respectively and in some parts of York where gating has been implemented, this decrease has been up to 87%. Although the overall average reduction may be less than that, there is no doubt that gating has a significant effect on reducing rear entry burglaries.
5. Legislation introduced by the Countryside and Rights of Way Act 2000, was brought in to address this situation by allowing local authorities to make Special Extinguishment Orders to close public rights of way for crime prevention purposes, but this was found to be cumbersome and difficult to implement. In April 2005 the Clean Neighbourhoods and Environment Act 2005 was brought in to try and address these difficulties by introducing 'Gating Orders'. However, a substantial proportion of these 'alleys' are public highways protected by a wealth of legislation and case law, which has developed over a number of centuries to protect the rights of highway users.
6. An increasing number of Local Authorities have already embarked upon widely publicised 'Alleygating Schemes', which have been very successful. Subsequently this publicity has resulted in a number of requests for the closure of paths in the City of York Council Area.
7. City of York Council is sympathetic to requests for Alleygating Schemes, subject to them being lawfully implemented and has already carried out a number of closures using legislation introduced by the CROW Act. However, with the introduction of the Clean Neighbourhoods and Environment Act 2005, the legislation available for closure of public rights of way has been simplified. Under these regulations, public rights are 'restricted' and not 'extinguished' and they remain public highways, for which the authority remains responsible.
8. This document sets out City of York Council's policy and procedure for dealing with requests for Alleygating Schemes and the implementation of any subsequent works. Instead of using several different pieces of legislation, the process will be simplified if only one piece of legislation is used. It is therefore recommended that for all alley restrictions designed to prevent or reduce crime, the Clean Neighbourhoods and Environment Act 2005 legislation should be used, unless other legislation is found to be more appropriate.

Policy AG 1: City of York Council is sympathetic to requests for Gating Orders, subject to their being lawfully implemented.

The Highway Authority's Duties

9. The Council has a statutory duty to protect all public highways, whether registered on the Definitive Map and Statement and/or the List of Streets Maintainable at Public Expense, or otherwise and failure to undertake this duty could result in the Council acting unlawfully. The Council must therefore exercise caution before embarking upon any proposals that may adversely effect or interfere with the rights of the public to pass and re-pass along any public highway, or potential public highway.
10. The Council also has a duty, along with the police and other 'responsible authorities', to reduce and prevent crime within their administrative area. This may mean that these two duties conflict with, or contradict each other and therefore this conflict or contradiction must be minimised.

Authorisation of gates or similar structures on highways

11. All gates or similar structures, if installed within a public highway, constitute an obstruction. However, under certain circumstances, these obstructions may be legitimised, after which they may be referred to as 'lawful obstructions'. A structure will only constitute a lawful obstruction if it is authorised by the relevant Highway Authority, who may only grant such permission if an Act of Parliament specifies that it may do so.
12. The circumstances under which gates or other structures can normally be installed on public highways are strictly controlled by the provisions of the Highways Act 1980, and even if lawfully installed, such gates or structures cannot be locked or used to prevent free passage by any legitimate user. The criteria for the authorisation of these gates or structures are clear and unambiguous. The route concerned must be a footpath or bridleway, the land concerned must be in use for agricultural purposes and the gates or structures must be required for the purposes of controlling the ingress or egress of animals. A request for a Gating Order will not satisfy these criteria.
13. The only other instance where gates or barriers may be installed is for the purposes of the safety of persons using the route and once again, their installation must not prevent actual use of the route by any member of the public.
14. The Council cannot authorise the installation of any gate, barrier or other structure in, on or across any public highway, under any other circumstances. Before any such gate or structure could be lawfully installed, it would first be necessary to legally extinguish the public highway, which would require a legal order.

Policy AG 2: The Council will not authorise the installation of any gate, barrier or other structure, in, on or across any public highway, otherwise than allowed by law.

DETERMINATION OF HIGHWAY STATUS

Routes shown on the Highway Records

15. Many public rights of way or highways are already recorded on documents known as the Definitive Map and Statement and/or the List of Streets Maintainable at Public Expense. These are the Council's formal records of public highways. If a route is recorded on either of these documents, then with few exceptions, it is undisputedly a public highway.

Routes not shown on the Highway Records

16. In common with many Authorities throughout the country, there are a significant number of routes that exist, but are not shown in the Council's records. This does not mean that highway rights do not exist, simply that they are unrecorded and that the legal records may need to be amended.

17. In general terms, if a route, path, or way runs between two highways, is used as a through route and has existed as such for a number of years (usually at least 20 years), then in the absence of any evidence to the contrary, there may be a reasonable presumption that highway rights exist or have been established.
18. Public highway rights may be established either under the provisions of the Highways Act 1980, or at Common Law. In either instance the evidential test is one of 'balance of probability' and in making a decision as to whether or not public highway rights exist, the Council must act in a '*quasi-judicial*' manner. This means that the Council must act in the manner of a court of law and make its decision based upon evidential fact. Issues such as desirability, privacy and security, although important, cannot lawfully be taken into account.
19. A request for a Gating Order will not be progressed where there is any dispute over the existence, or otherwise of public highway rights.

Policy AG 3: The issue of whether public highway rights exist along any route that is subject to a Gating Order request will be considered first and determined on a case-by-case basis by the Highway Authority. A Gating Order will not be progressed, where there is any dispute over the existence, or otherwise, of public highway rights; a decision that will be taken elsewhere.

IMPLEMENTATION OF GATING ORDERS

20. Unlike Special Extinguishment Orders, Gating Orders brought in by the Clean Neighbourhoods and Environment Act 2005 are not reliant on the designation of high crime areas by the Secretary of State and may be progressed in either designated or non-designated areas.

Policy AG 4: Gating Orders may be progressed regardless of the required designation being granted.

Informal Consultation

21. Prior to the making of any Order for the closure of a highway under the Highways Act, it is considered good practice to carry out an informal pre-order consultation in accordance with the Parliamentary Rights of Way Review Committee's Code of Practice for consultation on proposed changes to rights of way. It allows for any objections to the making of an order and includes bodies such as the Ramblers' Association, Open Spaces Society and other similar organisations. Gating Orders made under the Clean Neighbourhoods and Environment Act 2005, do not require informal consultation. However, it is recommended that this practice should continue, in order to gauge responses from affected residents, local Ward Members, the Parish Council, emergency services and utility companies; consultees such as the Ramblers' Association do not need to be included at this stage as they are included in a later stage of the process. This will prevent unnecessary and possibly costly procedures going ahead if the alley closure is likely to be unpopular, or requires the diversion of utility service equipment.

Consents

22. During the informal consultation period, all property owners and occupiers who are affected by the proposals contained within a Gating Order, will be requested to complete an Agreement Form (see Annex 1), which confirms their agreement:
 - to the Gating Order and any necessary Legal Orders that may be made.
 - to agree to any changes to the collection of refuse, as may be required by the closure of the alley.

It is recognised that a 100% response is not always possible. Therefore:

Policy AG 5: A Gating Order may not be progressed, unless the majority (50% + 1), of interested parties have agreed, in writing, to the proposals as specified within the Alleygating Policy Document or they have not objected to such a proposal. In the event that less than the majority of interested parties have agreed or have not objected, it shall be the decision of elected Ward Members whether or not to proceed with the scheme.

Protection of Private Rights

23. Gating Order procedures are wholly concerned with restricting public rights over highways and anything the authority decides, will not affect the private rights of residents, businesses, or other relevant parties (such as utility companies) having access over those highways.

Consultation

24. Before making a Gating Order, there must be a formal consultation period of not less than 28 days, where the council shall publish on its website and in the local newspaper, a Notice:

- Identifying the highway to be restricted.
- Setting out the effect of the proposed Gating Order.
- Identifying any alternative routes available to pedestrian and vehicular traffic
- Setting out a draft of the proposed Order.
- Inviting written representations or objections to the Notice.

25. A copy of the Notice and Order map must also be displayed on or adjacent to the highway to be restricted, in order for members of the public using the highway to be made aware of the effect of the proposed Gating Order and make representation if they so wish.

26. Copies of the Notice and a draft copy of the proposed Gating Order must be sent to the following people:

- All occupiers of premises adjacent to or adjoining the highway to be restricted.
- All affected businesses adjacent to or adjoining the highway to be restricted.
- All statutory consultees set out in the legislation, including The Ramblers' Association, Open Spaces Society etc.
- All statutory undertakers and utility providers, such as gas, electric and telephone companies.
- All emergency services, including the Police Authority for the area named in the Order.
- Anyone who has contacted the local authority requesting to be consulted.

27. It would be advisable to consult with the Parish Council and local Ward Members at this stage, as they will also have been involved during the informal consultation period.

Legal Order Objections

28. If no objections are received within the statutory timescales, the Gating Order can be presented to the appropriate Advisory Panel for Members to resolve to make the Order.

29. Where objections are raised and not withdrawn, Members may still decide whether or not to make the Order and it does not have to go to the Secretary of State for determination. In order to make that decision, Members have to satisfy themselves that the interests of the local

community outweigh the rights of users of the highway, if Members feel that the interests of the local community are more important, the Order can be made.

30. Where an objection is raised by the Police, Fire & Rescue Service, or the Ambulance Service, a public inquiry must be held. However, the reason for the objection should be established (i.e. nearby emergency fire exit opening into the alley) and the Alleygating Officer should attempt to reach a compromise with the relevant emergency service Liaison Officer to the satisfaction of both parties. It may be that the design of the gate at the location under review can be altered to accommodate the relevant safety requirements; or it may be necessary to alter the location of the gate itself. If a compromise cannot be reached, then a decision should be made whether or not to abandon the Order.
31. In addition to the above, legislation also allows a local authority to hold a public inquiry if it so wishes, but this is not a requirement and there are no guidelines to suggest when this should occur. Unlike other public inquiries, it is the Council who appoints the Inspector from the Planning Inspectorate; the cost of which is currently £630 per day, not including the cost of the venue. Therefore the occasions where this would be considered should be restricted to the following:
 - Objections from Elected Ward Members.
 - Objections from the Parish Council.
32. A Gating Order cannot be made until either a period of 28 days has lapsed from the date of the advertising of the notice, or any public inquiry held in accordance with the legislation has been concluded.

Legal Orders Made

33. Once a Gating Order has been made, a copy must be displayed at the Council offices and advertised on the Council website for a period of 12 months from the date of making the Order. Copies should also be sent to the same groups identified in paragraph 26. A register of all Gating Orders must also be kept at the Council offices and made available for inspection during normal business hours.
34. A copy of the Gating Order must be situated at each end of the highway, although there is no requirement to advertise in the local newspaper. There is no suggested time limit for the on site advertising, but a period of not less than 28 days would be recommended, which is in line with other such orders made under the Highways Act.

Magistrates Court Orders

35. On occasion, due to the status of some highways, it is sometimes necessary to seek Legal Orders for the closure of vehicular highways through the Magistrates Court. This process is also governed by timescales for advertising and objections etc and must be carried out with the assistance of the Council's Legal Services. Closures through the Magistrates Court should only be sought where other options are not practical or available, as legislation within the Clean Neighbourhoods and Environment Act 2005 allows for such closures without resorting to applications through the courts.

IDENTIFICATION OF AREAS TO BE SUBJECT TO GATING ORDERS

36. Requests for Gating Orders should be made to the Alleygating Officer, or the relevant Ward Committee Co-ordinator who shall decide whether or not to pursue the request and commission a Feasibility Study from the Alleygating Officer. The Ward Committee shall be responsible for the completion of the 'Gating Order Request Form' (Annex 2), precisely defining the area to which the scheme relates, and identifying any alleys that are to be considered for restriction. They shall also be responsible for prioritising their funding for the implementation of any Gating Order in their area.

PRIORITISATION

37. Priorities for the implementation of Gating Orders shall be decided on information provided by the Safer York Partnership, based upon the levels of reported crime and official crime statistics. Crime reports for the alley in question must therefore be sought from the Crime Analyst or Police Crime Prevention Officer.
38. Priority will be given to Gating Order proposals that prove demonstrable levels of the type of offences listed under Category 1 and 2 below, although in the absence of such evidence, offences in Category 3 below may also be considered.
39. A lower priority will be given to Gating Order proposals that prove demonstrable levels of the type of offences only listed under Category 2 or 3 below.
40. Categories.

Category 1

Robbery, Domestic Burglary and Vehicle Crime.

Category 2

Arson, real fear of assault /robbery and drug dealing/taking.

Category 3

Noise and disturbing behaviour, anti-social behaviour, fly tipping of rubbish, dog fouling and graffiti.

Installation of Gates

41. Upon completion of the legal order process, all physical works and materials shall be commissioned and undertaken by the Alleygating Officer, in line with the Council's Procurement Policy. At present, the gates are installed with the assistance of a 'Community Payback Team' supplied by the Probation Service at no cost to the authority. The continuation of this agreement should be encouraged as it utilises one of the other bodies involved with the implementation of the Council's duties under the Crime and Disorder Act and also reduces overall costs of the scheme.

Issue of Personal Identification Numbers (PIN)

42. On 7 December 2005, the Executive Member for Planning and Transport agreed that all alley gates are to be operated by means of a coded keypad lock, which will require a Personal Identification Number (PIN). All parties with a legitimate need for access into gated alleys shall be issued with a PIN. Applicants for a PIN shall provide proof of their identity and address. Codes will be changed periodically, or at other times deemed necessary for security reasons and all legitimate parties will be informed in advance of the date of the change and the new PIN.

Policy AG 6: Personal Identification Numbers (PIN's) will be issued to all legitimate parties on completion of the fitting of the gates. These parties will receive advanced notification if or when the PIN has to be changed at a future date.

Maintenance and Management Issues

43. As Gating Orders do not extinguish highway rights, the Council retains responsibility for the maintenance of the highway, gates and the issuing of PIN's etc, commencing when the Alleygates become operational. This work will be undertaken through the Alleygating Officer in line with manufacturer's recommendations and the Council's procurement policy. Repairs, maintenance and cleaning of the highway will be as and when required or at the request of residents and not on a regular basis.

44. The Council may receive requests to make a conditional Gating Order, thereby closing an alley during certain times and days (i.e. only at night etc). The responsibility for the locking and unlocking of the gates should be taken into account, as Regulation 8(e) of the Highways Act 1980 (Gating Orders) (England) Regulations 2006 (SI 2006, No 537) states that, "[A gating order must contain] contact details of the person who is responsible for maintaining and operating any barrier whose installation is authorised by the order". Under this regulation, it is not necessary for the 'person' in question to be a named individual. Instead, this can be any suitable position or role within the Council, such as the Anti-Social Behaviour Co-ordinator, or Highways Manager; although on a day-to-day basis the responsibility is likely to fall to the Alleygating Officer to ensure continuity of the Order. This way, the Order will not need to be changed every time a new person fills the role.
45. Regulation 8(b) states that a Conditional Gating Order must also contain the times and dates when the gates will be open to the public. Should the gates not be opened at the specified times, the authority would be guilty of committing an offence of unlawful obstruction of the highway and could face prosecution in a court of law. Similarly, should the gates not be closed at the specified time and a member of the public was to become locked in or subject to assault or robbery, or an adjacent property is burgled from the alley, then the Council would have a civil liability, which could potentially cost thousands of pounds in compensation.
46. Responsibility for the opening and closing of the gates cannot therefore be handed to adjacent residents and must be managed correctly.
47. Notwithstanding the above, there is presently no Council department with resources in place to take on the responsibility of, or employed to carry out, the opening and closing of alley gates. Because of similar problems in other local authorities, many have decided not to make Conditional Gating Orders.

Policy AG 7: The Council shall retain responsibility for the maintenance of alleys and Alleygates, and the issuing of PIN's etc, commencing when the Alleygates become operational. This work will be undertaken by the Alleygating Officer in line with manufacturer's recommendations and the Council's procurement policy.

FUNDING

Staffing Implications

48. The Council shall fund an Alleygating Officer post within the Public Rights of Way Unit. This is to ensure the implementation of schemes through to completion. This post will oversee all Alleygating Schemes and Gating Orders being considered and/or implemented by City of York Council.
49. In relation to Conditional Gating Orders, the Council shall either create a suitable post and fund the cost of the necessary staff, in perpetuity, with the duties of locking and unlocking alley gates made under such an Order. Or incorporate the extra duty, in perpetuity, with existing staff already tasked with similar duties. Should this duty be contracted out to a private security company, then the cost of them managing the gates (typically £4,500 to £5,500 per Gating Order per year) would mean that this course of action would be subject to the Council's procurement rules.
50. Should the Council decide to make a conditional restriction of an alley (i.e. only at night), then the management and ongoing budgetary implications of carrying out that duty shall be taken into account prior to the decision being made.
51. Home Office Guidance notes recommend that if a Conditional Gating Order is made, local authorities should review the Order after 12 months, to assess its success or otherwise. This review should evaluate whether the Gating Order is acting as a useful crime or anti social behaviour measure; it should also assess the impact it is having on the community and discussions should be held with local residents to gauge whether the limited access is causing excessive inconvenience.

52. Should any of the conditions in paragraphs 49 to 51 of this policy not be possible, then the Council will not implement Conditional Gating Orders, for the reasons given in paragraph 45 of this policy.

Policy AG 8: Should the Council decide to make a conditional restriction of an alley (i.e. only at night), then the management and ongoing budgetary implications of carrying out that duty shall be taken into account prior to the decision being made. If this duty cannot be guaranteed then a Conditional Gating Order can be made for the length of time that the funding can be guaranteed.

Budgetary Implications

53. All other costs relating to the implementation of Gating Orders (e.g. the cost of any legal orders, gate closure management etc, as well as the cost of any physical works) shall be funded from the relevant Ward Committee budget in addition to any outside funding which may be obtained.

Compensation

54. The legislation relating to the closure or diversion of public rights of way includes provision for the payment of compensation to any party who suffers a loss or damage (e.g. loss of a rear access to property) as a result of the Order. However, there is no provision for the payment of such compensation included in the new Gating Order regulations.

Statutory Undertakers

55. The implementation of a Gating Order may require the relocation of apparatus owned by utility companies (gas, water, electric, telephone etc). The costs relating to the relocation of such equipment is often very expensive and should be avoided if at all possible. Notwithstanding the above, all statutory undertakers will retain their right of access to closed alleys.
56. In the unlikely event of such expenditure being required, it shall be funded from Ward Committee budgets. However, the need for such expenditure must be avoided if possible.

Maintenance

57. Following the implementation of a Gating Order, the Council shall retain responsibility for all maintenance related to it.
58. In the event of such expenditure being incurred, it shall be funded from the relevant Ward Committee's budgets, or the Council's Highway Maintenance budgets, dependent on the type of work required. In other words, whichever budget covers the type of work required at the moment, then that budget will continue to cover that type of work following closure.

TIMESCALES

59. It is estimated, dependent on circumstances, that from receipt of a properly completed request, a Gating Order should take no more than 6 to 8 months to implement.
60. Some elements of proposed schemes, or indeed entire schemes may be completed in shorter timescales, however there are a whole range of variables that may affect completion dates. Some of these are outside the control of the Council such as:
- residents/owners completing and returning agreement forms.
 - the designation of areas by the Secretary of State (in the case of CROW legislation).
 - objections to Legal Orders and subsequent Public Inquiries.

61. Factors that are internal to the Council, which may also effect completion dates are:

- Scheduling and deadlines for quarterly Ward Committee meetings.
- Scheduling and deadlines for six-weekly Advisory Panels.
- Granting of planning consent (if applicable).

GATING ORDER – PROCESS

Initial Enquiry/Request

62. Upon receipt of a Gating Order Request Form from a Ward Committee or member of the public, the Council's Alleygating Officer shall undertake a Feasibility Study and compile a Feasibility Report, to advise and enable the Ward Committee to decide whether or not to expend funds on commissioning a Gating Order.

Feasibility Study

63. The Feasibility Report should be produced in a format that will enable it to be submitted to the relevant Advisory Panel once approved by the Ward Committee and should include, although not exclusively, the following:

Consultation with Local Residents/Owners

64. Informal consultations shall be undertaken with all residents/owners of properties and businesses within and immediately adjacent to, an area subject to a request for a Gating Order. The responses received, shall be used to ascertain whether there is a genuine need for the scheme and to gauge local support. When Gating Order consultation documents are sent out, they should include a draft copy of the proposed closure order.

Consultation with Utility Companies

65. The Utility Companies, (gas, water, electricity etc) shall be consulted in respect of specific routes that may be subject to closure. It is essential to ascertain, at an early stage, which of these companies, if any, have their apparatus under any routes that may be subject to closure proposals. The Utility Companies will require the retention of their rights of unhindered access, or may require the relocation of their apparatus, if it appears they will be affected by the proposals.

66. If the Utility Companies require unhindered access to their apparatus, they may not consent to the installation of any structure across the route. The Council may not therefore be in a position to proceed with any closure proposals. Alternately, if they require the relocation of their apparatus, this may cost a considerable sum of money (potentially thousands of pounds). This should be avoided, but where required, the Ward Committee shall fund such works, if they decide to proceed with the Order.

Consultation with Emergency Services

67. Consultations shall be undertaken with all of the Emergency Services (Fire & Rescue, Police and Ambulance), including the Police Authority for the area, as they may all potentially require access along a route subject to a proposal for closure. It must be born in mind that should any one of these services object to a Gating Order, then in the absence of a satisfactory settlement, a public inquiry will have to be held.

Consultation with Safer York Partnership

68. The Safer York Partnership shall be consulted on any Gating Order proposals and requested to:

- provide relevant crime figures and statistics relating to the alley.

- advise how, and in what way, the proposal is consistent with the Crime and Disorder Strategy.
- advise what other Crime Reduction Initiatives are being undertaken in the immediate area (eg CCTV, targeted patrols etc).

Consultation with Refuse Collection / Cleansing Dept (any special provisions required)

69. Consultations shall be carried out with the Council's Cleansing Services in order to establish whether any changes or special provisions need to be made for refuse collection. In the event of any special provisions being required, the Ward Committee shall fund these, unless they are already catered for in the Cleansing Services budget.

Consultation with Other Interested Parties

70. Those organisations specified within the legislation, as listed in paragraph 26, shall also be consulted at this stage. Consultation with local representatives of such organisations, as well as their head offices is also required. Legislation also states that anyone expressing a desire to be included in the consultation process must also be consulted.

Consultation with Other Council Departments

71. Consultation shall be carried out with any other relevant departments within the local authority, as specified within Council report writing guidelines, such as Finance, Legal etc and their views noted on the report. This will prevent any conflicts of interest occurring with other schemes being implemented or considered by these departments.

Public Path Orders

72. An assessment of the routes proposed for closure or restriction shall be undertaken, to ascertain which Legal Orders are required and the most appropriate legislation to use (see Annex 3). The Feasibility Report shall advise the way in which the appropriate legislative criteria has been satisfied, or not, as the case may be.

Site Works Required

73. An assessment of the physical works required to implement the Gating Order shall be undertaken and the available options discussed within the Feasibility Report. This may involve liaising with gate manufacturers and locksmiths to determine the necessary gate and lock specification or installation requirements.

Planning and Highway Authority Consents

74. Planning consent for the installation of alley gates should not normally be required if the gates are being installed by or on behalf of the local authority. Part 12 of the General Permitted Development Order 1995 allows the local authority to erect 'any small ancillary building, works or equipment on land belonging to them for the purpose of any function exercised by them on that land. The right is subject to the qualification that such [structures] do not exceed 4 metres in height or 200 m³ in capacity.'

75. Although alley gates are not listed in the examples given at class A (b) of Part 12 of the GPDO, which includes lamp standards and control barriers, they would be considered as similar structures or works required in connection with the operation of the public service administered by the Council and, as they are under 4 metres in height, would not require express planning permission.

76. The Alleygating Officer shall also consult the Council's Highways Development Control Team and Transport Planning Unit, to identify any highway or local transport implications, such as Safe Routes to School schemes.

Estimated Costs

77. The Feasibility Report shall include a budget forecast, for the implementation of the proposed scheme. This shall include costings for:

- Legal Orders.
- Planning Consents (if applicable).
- Moving of Utility Company apparatus (if applicable).
- Physical Works on site, including all materials needed.
- Any other costs identified during the Feasibility Study.

Decision Made whether to Proceed with Scheme

78. Upon receipt of the Feasibility Report, the Ward Committee, on the advice of the local Ward Members if required, shall decide whether to proceed and expend funds on commissioning a Gating Order and allocate funding accordingly.

79. Once a decision has been made to implement a particular scheme, the Alleygating Officer will prepare a suitable report and present it to the relevant Council Committee or Advisory Panel for consideration. The decision of this Committee or Panel will be final.



GATING ORDER
OWNERS/OCCUPIERS AGREEMENT

(To be completed by each property owner / occupier affected by the proposals)

WARD: <>

SCHEME REFERENCE: <>

DETAILS OF SCHEME: Request to restrict alleyways in the <> area of York

Name and Address	Name and Address
Occupier Address 1 Address 2 YORK Postcode Telephone Number	Landlord/Owner (if different) Telephone Number
Agreement	
*I am / We are the freehold / leasehold * owner(s) of the above property which is affected by the proposed Gating Order. OR *I am / We are the tenant / licensee or occupier(s)* of the above property which is affected by the proposed Gating Order.	
*I / We do not agree to the proposed alley closure and wish it to remain open to the public at all times.	
*I / We agree and consent to the proposed Gating Order and any necessary Legal Orders to restrict the use of the alley, as shown in the City of York Council Alleygating Policy, that may have to be made as a consequence.	
*I / We agree to any reasonable changes to the collection of refuse and household waste by City of York Council Cleansing Services, which may be necessitated by the restricted use of the alley.	
Signed	Print Name
Signed	Print Name
Date	

*Delete as appropriate

Please continue overleaf if required



GATING ORDER PROPOSAL

(Before submitting a proposal please read the Council's Alleygating Policy).

Ward Committee Contact Details
<i>Telephone Number</i>
Request for Gating Order
Define the area to be subject to the proposed Scheme and attach a 1:1250 scale plan with the boundaries clearly marked.
Reason(s) for Proposal
State as fully as possible the reasons for the proposal and how it meets the criteria of the Alleygating Policy Include all available crime figures if available (a crime report will be obtained by the Alleygating Officer anyway).
Continue on separate sheet if required.
Confirmation of Supply of Information
This Gating Order proposal was discussed and agreed at the Ward Committee meeting on
Local residents who attended the above Ward Committee Meeting have been made aware of the Council's Alleygating Policy, and briefed on its content.
Local residents who attended the above Ward Committee Meeting have been advised that the Council cannot guarantee the success of any Gating Order proposal
Local residents who attended the above Ward Committee Meeting have been advised that gates or other structures will only be installed on Alleys if it can be achieved lawfully and that the Council will initiate criminal proceedings against any person who erects such structures without lawful authority.
Local residents who attended the above Ward Committee Meeting have been advised that a Gating Order shall only proceed subject to it being lawful and it being funded by the Ward Committee budget.
Signed Name Neighbourhood Co-ordinator – City of York Council
Date

LEGAL ORDER OPTIONS

OPTION ONE – ROUTES WITH NO HIGHWAY STATUS

Routes that do not have highway status

In general terms, if a route, path, or way, runs between two other highways, is used as a through route and has existed for a number of years (usually at least 20 years), there may be a reasonable presumption that highway rights exist. It is important that this matter is given consideration on a case-by-case basis, as the installation of any gates or barriers on a public highway, may constitute a criminal offence unless lawful authority can be demonstrated.

Notwithstanding the above there will be cul-de-sac alleys that do nothing more than serve the rear of properties. Although such routes may be on the List of Streets Repairable at Public Expense, some are unlikely to have acquired highway rights over them, but will probably be subject to private rights of access.

Subject to any private rights of access being safeguarded (See paragraph 23), routes of this nature that are not on the List of Streets Repairable at Public Expense, could be gated without the need for any complex or lengthy legal order processes. To do this, however, would need the consent of all affected residents.

OPTION TWO – USE OF GENERAL POWERS

Town and Country Planning Act 1990

The Town and Country Planning Act 1990, allows for the closure of a footpath, if it is necessary to allow development (approved by a valid planning consent) to take place. This essentially means that the development concerned, must actually build over the path itself, a simple change of use from say path to garden would not suffice as it is, in law at least, quite compatible for a path to run through a garden, therefore the criteria would not be met.

It is unlikely that the powers contained within the Town and Country Planning Act 1990 can be used to facilitate a Gating Order.

Highways Act 1980

The Highways Act 1980 is the principle piece of legislation that allows for the extinguishment of highways. The powers for closure are strictly defined by the legislation. This generally provides that extinguishments may only be made, if it can be demonstrated that the highway concerned is not needed/necessary for public use. Whilst this may be a somewhat subjective decision to make, it is clear that factors such as criminal, or anti-social behaviour, cannot lawfully be taken into account. If a route is heavily used by legitimate pedestrian traffic, it is unlikely that the legislative criteria can be met in order to close the path to prevent its misuse at other times.

OPTION THREE - USE OF NEW CRIME PREVENTION POWERS

Countryside and Rights of Way Act 2000 – Closure for Crime Prevention

The Countryside and Rights of Way Act 2000, amended S118 and S119 of the Highways Act 1980, by introducing new powers to close or divert public rights of way for the purposes of crime prevention. There are however, strict criteria that must be satisfied before such Orders can be made.

Firstly, following an application from the highway authority, the Secretary of State must designate the area where the paths are located, as an area within which the new provisions may be used. For such an application to be successful, the Highway Authority must persuade the Secretary of State that the area suffers from high incidences of crime.

It should be stressed that the designation of an area, as described above, does not, in any way, imply that any subsequent Extinguishment Order will be successful. It is still necessary for each proposal to fulfil all of the remaining criteria of the legislation.

Before an Order can be made the Authority must be satisfied, having taken into account the factors listed below, that it is expedient for the purposes of preventing or reducing crime which would otherwise disrupt the life of the community, to stop up that highway.

It must be satisfied that premises adjoining or adjacent to the highway are affected by high levels of crime and that the existence of the highway is facilitating the persistent commission of criminal offences.

Even if these criteria can, by the production of evidence be satisfied, an Order cannot necessarily come into effect. Before an Order can be confirmed/take effect, the Council must also be satisfied that it is expedient to stop up the highway having regard to:

- Whether and if so to what extent, the order is consistent with any strategy for the reduction of crime and disorder prepared under section 6 of the Crime and Disorder Act 1998.
- The availability of a reasonably convenient alternative route, or if no reasonably convenient alternative route is available, whether it would be reasonably practicable to divert the highway rather than stopping it up.
- The effect the extinguishment of the right of way would have, as respects land served by the highway, account being taken of the provisions as to compensation that may be payable.

Clean Neighbourhoods and Environment Act 2005 - Closure for Crime Prevention

The Clean Neighbourhoods and Environment Act 2005, which came into force on 1 April 2006, inserts a new S129, into the Highways Act 1980, which provides new powers to restrict the use of public rights of way for the purposes of crime prevention. Such restrictions, unlike S118B of the Highways Act, can be permanent, temporary, or conditional and are not dependent on an area being designated as an area of high crime by the Secretary of State.

A council may make a Gating Order in accordance with this Act in relation to any relevant highway for which they are the highway authority, if they are satisfied that premises adjoining or adjacent to the highway are affected by crime or anti-social behaviour; that the existence of the highway is facilitating the persistent commission of criminal offences or anti-social behaviour; and it is in all the circumstances expedient to make the order, for the purposes of reducing crime or anti-social behaviour.

As with the CROW Act, even if these criteria can be satisfied, an Order cannot necessarily come into effect unless the highway authority is satisfied that it is expedient to stop up the highway having regard to:

- The likely effect of making the order on the occupiers of premises adjoining or adjacent to the highway.
- The likely effect of making the order on other persons in the locality.
- In a case where the highway constitutes a through route, the availability of a reasonably convenient alternative route.

However, unlike the CROW Act, which permanently extinguishes public rights over a highway, a Gating Order can:

- Restrict the public right of way at all times, or in respect of such times, days or periods as may be specified in the order (eg only at night, or at weekends, etc).
- Exclude persons of a description specified in the order from the effect of the restriction (eg emergency services, council officers, utility companies etc).

The alley also remains the responsibility of the local authority even after gating, so it continues to be a highway repairable at public expense.

Before making a Gating Order in relation to a relevant highway the Council must be satisfied that:

- Premises adjoining or adjacent to the highway are affected by crime or anti-social behaviour.
- The existence of the highway is facilitating the persistent commission of criminal offences or anti-social behaviour.
- It is in all the circumstances expedient to make the order for the purposes of reducing crime or anti-social behaviour.

Unlike other legislation used to extinguish public rights, the local authority may make the Order even if there are objections to the closure; as long as they are satisfied that closure is in the best interests of the local community. However, if there are objections from any of the emergency services, then the Order must go before a public inquiry. In the event of such an objection, the Act does give the Council the option of either abandoning the Order, or negotiating with the relevant emergency service to try and reach a compromise, thereby avoiding a costly public inquiry.

This legislation has been streamlined to make it easier and quicker to restrict the use of a problem alleyway, however, this does not mean that the criteria for making a Gating Order is any less than that used in the CROW Act. What it does do is introduce instances of high levels of anti social behaviour as being a main reason for closure, in the absence of high levels of crime and is designed to improve residents' quality of life.

Another main feature of using this legislation is the recommendation that local authorities review their Gating Orders on an annual basis, as there is no maximum limit to how long a highway can be gated. This ensures that the Gating Order remains useful as a crime or anti social behaviour reduction method. As highway rights are not extinguished, it would be a simple matter to revoke the Gating Order or vary the conditions.

Although annual reviews are recommended and closures encouraged to be temporary, this part of the Act seems to be contradictory. If there are high levels of crime and/or anti social behaviour enough to restrict the use of a public right of way, then this in itself is likely to reduce crime. The review will show this reduction in crime and it is expected then that consideration be given to re-opening the alley to public use. However, the chances are that re-opening the alley will lead to an increase in crime and anti-social behaviour back to its pre-restricted levels and create a situation where restriction of public use is again needed.

This situation appears to be counter productive and could prove to be costly. In view of this it is recommended that City of York Council will avoid temporary restrictions.

Conditional restrictions may be implemented if evidence shows that the crime or anti social behaviour occurs only at specific times, such as during the hours of darkness. Whilst this may seem like a good idea, the management of the gate closure must be taken into account, as, if the gates are not re-opened at the time specified on the Order, they will then become unlawful obstructions and leave the local authority open to prosecution. Unless this logistical problem can be properly managed in perpetuity, it would be unwise to consider conditional restrictions and some local authorities have decided not to pursue this course of action.

SUMMARY POLICY STATEMENTS

- Policy AG 1:** City of York Council is sympathetic to requests for Gating Orders, subject to their being lawfully implemented.
- Policy AG 2:** The Council will not authorise the installation of any gate, barrier or other structure, in, on or across any public highway, otherwise than allowed by law.
- Policy AG 3:** The issue of whether public highway rights exist along any route that is subject to a Gating Order request will be considered first and determined on a case-by-case basis by the Highway Authority. A Gating Order will not be progressed, where there is any dispute over the existence, or otherwise, of public highway rights; a decision that will be taken elsewhere.
- Policy AG 4:** Gating Orders may be progressed regardless of the required designation being granted.
- Policy AG 5:** A Gating Order may not be progressed, unless the majority (50% + 1), of interested parties have agreed, in writing, to the proposals as specified within the Alleygating Policy Document or they have not objected to such a proposal. In the event that less than the majority of interested parties have agreed or have not objected, it shall be the decision of elected Ward Members whether or not to proceed with the scheme.
- Policy AG 6:** Personal Identification Numbers (PIN's) will be issued to all legitimate parties on completion of the fitting of the gates. These parties will receive advanced notification if or when the PIN has to be changed at a future date.
- Policy AG 7:** The Council shall retain responsibility for the maintenance of alleys and Alleygates, and the issuing of PIN's etc, commencing when the Alleygates become operational. This work will be undertaken by the Alleygating Officer in line with manufacturer's recommendations and the Council's procurement policy.
- Policy AG 8:** Should the Council decide to make a conditional restriction of an alley (i.e. only at night), then the management and ongoing budgetary implications of carrying out that duty shall be taken into account prior to the decision being made. If this duty cannot be guaranteed then a Conditional Gating Order can be made for the length of time that the funding can be guaranteed.

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

26 March 2007

Report of the Director of City Strategy

PUBLIC RIGHTS OF WAY – PROPOSAL TO RESTRICT PUBLIC PEDESTRIAN RIGHTS ALONG WRAY’S AVENUE, HUNTINGTON ROAD.

Summary

1. This report presents a proposal to restrict public pedestrian rights along Wray’s Avenue, Huntington Road, using new legislation under Section 129A of the Highways Act 1980, as amended by the Clean Neighbourhoods and Environment Act 2005.
2. The report recommends that the Advisory Panel advise the Executive Member to approve **Option A**, to authorise the making of a Gating Order to restrict public pedestrian rights over Wray’s Avenue, along the route between Huntington Road and Birch Park Industrial Estate (see copy of draft Order Annex 1).

Background

3. Wray’s Avenue is a vehicular cul-de-sac situated off Huntington Road and occupies land between Huntington Road and Birch Park Industrial Estate. It is a private street repairable at private expense and carries, at least, public footpath status (Points A to B on the Order Map Annex, 1).
4. Birch Park Industrial Estate was built in the early 1990’s on the site of the former Wray’s Brickyard, with planning permission granted by Ryedale District Council, the planning authority responsible at the time. Due to the layout of the development, an access link was created behind certain industrial units onto Wray’s Avenue, to allow access for emergency vehicles into Birch Park from Huntington Road (Points B to C on the Order Map Annex, 1). This access link was controlled by removable concrete bollards and over time pedestrians and cyclists have used it as a short cut onto the industrial estate where they work. It could be argued that this is a use for which it was never intended and because the emergency access section is an adopted highway, the status of the route between Birch Park and Huntington Road, via Wray’s Avenue would also appear to have become a public highway of footpath status. However, at the time the surface of the road in Wray’s Avenue was deemed not to be of a

standard suitable for adoption by Ryedale District Council and it therefore remains the responsibility of the residents.

5. Prior to the access link being opened, Wray's Avenue and Wray's Cottages, the next adjacent street on Huntington Road were both cul-de-sacs (see Order Map Annex 1), situated at the western side of Wray's Brickyard. At that time, both streets were blocked by either fencing or a wall, which one is not certain.
6. When building work started on the industrial estate, both streets were opened up to allow works access to the site from Huntington Road, but after complaints from residents this was stopped and works vehicles were directed to use what is now the main access road, some 135 metres to the north of Wray's Avenue. After further complaints from residents, the road at Wray's Cottages was completely blocked off at its eastern end with a brick wall. There is now no access onto Birch Park Industrial Estate from Wray's Cottages.
7. Enquiries into the original planning files for Birch Park Industrial Estate do not show any evidence that residents in either Wray's Avenue or Wray's Cottages were consulted prior to the opening up of the two routes. The reason for this lack of consultation is not clear and recent evidence suggests that had residents been consulted, they would most likely have objected to the change in status for their roads, from cul-de-sacs to through routes.
8. For a number of years, residents in Wray's Avenue have experienced increasing problems with crime, vandalism and anti-social behaviour, either on or from the access route, with motorcycles (some of them stolen) using it to get to and from the industrial estate. Residents' vehicles and property have been damaged on a regular basis; one of these incidents being arson on a resident's car which resulted in damage to the door and external wall of their house. There have also been several 'near-misses' with cyclists travelling along the path from the industrial estate into Wray's Avenue close to residents' front doors.
9. In March 2005 a petition was presented at the East Area Planning and Transport Sub Committee meeting by one of the residents, requesting that the access be closed down. An officer's report, which included police crime statistics, was presented before the same Committee on 12 May 2005, when Members resolved to allow fencing and a kissing gate to be installed to try and reduce crime and the use of the link by unauthorised motor vehicles, in an effort to increase user and residents safety. This decision was made, because at that time there was no available legislation which would have allowed the closure of this route. Members also resolved that the residents' request for closure should be reviewed once the new legislation became available.
10. On 1 April 2006, Section 2 of the Clean Neighbourhoods and Environment Act 2005 came into force. This inserted a new S129A of the Highways Act 1980, which allows the restriction of public rights, if the highway suffers from crime and/or anti social behaviour and closure would be a useful crime or anti social behaviour reduction method. It also allows the council to make a Gating Order, even if objections are made and not withdrawn. In such cases, if the authority so wishes, it may hold a public inquiry to decide whether the objections to a

Gating Order being made outweigh the reasons for making the Order if it is in the best interests of the local community to do so. For example even if there is no convenient alternative route. In addition the new legislation does not require the highway to be in a designated high crime area as previously required.

11. On 26 March 2007, the Executive Member for City Strategy and the Advisory Panel will review the revised Gating Order Policy, Procedure & Practice Document, which gives guidance for the restriction of public rights of way for crime purposes using the new legislation introduced by the Clean Neighbourhoods and Environment Act 2005. Should this policy document be implemented, it would be possible to restrict public rights along Wray's Avenue and the emergency access path.

Consultation

12. Prior to preparing the May 2005 report, the Police, Fire and Ambulance services were consulted and all of them supported the closure of this route. Both the Fire and Ambulance services stated that, as this route was inadequate for the purposes it was intended, they would not use it anyway. The Police were keen to eliminate a crime and anti-social behaviour hot spot. No other consultation was carried out at that time.
13. External consultation was carried out in January this year, in accordance with Home Office guidelines on the making of Gating Orders under S129A of the Highways Act 1980 and included:
 - All affected residents and businesses.
 - All statutory consultees set out in the Parliamentary Rights of Way Review Committee's Code of Good Practice for consultation on proposed changes to rights of way, including The Ramblers' Association, Open Spaces Society etc.
 - All statutory undertakers and utility providers, such as gas, electric and telephone companies.
 - All emergency services, including the North Yorkshire Police Authority.
14. Notices have also been advertised on site and in the local newspaper.
15. There have been two objections to the Order; one from the local branch of the Ramblers' Association (see Annex 2) and one from the Production Manager of Unit 4 Birch Park Industrial Estate, on behalf of his staff (see Annex 3).
16. The Footpath Committee of the York Group of the Ramblers' Association have objected on a number of grounds, although their head office has stated that it does not object to the proposal. These objections can be abridged to two main concerns, the rest having been already catered for.

- The link should only be closed at certain times and left open to allow access to allow access to the Royal Mail Delivery Office during its opening times.
 - The increased distance of the alternative route to the Royal Mail Delivery Office.
17. With regards to conditional closure of the link, the problems associated with managing the opening and closing of a gate, could leave the Council open to prosecution should the gate not be opened or closed at the time specified on the Order. A full explanation of conditional closures is contained within the new Gating Order Policy, but this is not recommended.
 18. Any increase in distance experienced by closure of a short cut is dependent on the complete journey being undertaken at the time. Due to the nature of the business carried out at the Royal Mail Delivery Office, it is not possible to determine these journeys, although there are only two directions by which Birch Park Estate can be approached. Customers approaching from the direction of York will have further to travel, whilst those approaching from the Huntington direction would have no increase in journey time.
 19. Notwithstanding the above, the distance from Point A on the Order map to the Royal Mail Delivery Office, via Wray's Avenue, is 325 metres, which, at a nationally agreed average walking speed of 1.4 metres per second would take approximately 3 min 50 sec. From Point A using the alternative route is 445 metres, which would take approximately 5 min 20 sec; an increase of 120 metres or 1 min 30 sec. If taken as part of an overall journey, it could be argued that this is a reasonably convenient alternative.
 20. The objection from the Production Manager of Unit 4, states that the alternative route that would be used by his staff is such, that access to shops in Huntington Road would necessitate the use of a car in the absence of the short cut through Wray's Avenue, as the route would be too far to walk.
 21. Having spoken to the objector, the main shop referred to is the Post Office at No191 to 195 Huntington Road, which is also a small supermarket, in the direction of the city centre. The distance from Unit 4 to the Post Office, via Wray's Avenue is 544 metres, which would take 6 min 30 sec one way, or 13 min return. From Unit 4 to the Post Office via the alternative route is 805 metres, which at the same walking speed would take approximately 10 minutes one way, or 20 min return. As this is only 261 metres, or 3 min 30 sec longer to walk one way, or 7 minutes for a return journey, it could be argued that the alternative route is reasonably convenient and should not necessitate using a motor vehicle.

Options

22. Option A. Restrict public pedestrian rights along the route between Huntington Road and Birch Park Industrial Estate. This option is recommended.

23. Option B. Do nothing and leave the route open to public use. This option is not recommended.

Analysis

24. Option A Restrict public pedestrian rights along the route between Huntington Road and Birch Park Industrial Estate once new Gating Order Policy has been agreed. Since the kissing gate and fencing were installed, crime and anti social behaviour experienced by the residents has been slightly reduced. However, although it has almost stopped unlawful vehicular use, there is still public access available and unlawful activity and anti social behaviour has not fallen as much as was expected. The strain of dealing with these problems, mainly anti social behaviour, has had an adverse effect on the health of at least two of the residents and has caused another of the residents to move away from the area. Restricting public use at all times would return the street to being a quiet, private cul-de-sac and should eliminate any crime and anti social behaviour associated with the access link. However, Members should note that there are still 2 objections outstanding from the local Ramblers and Unit 4 Birch Park. Notwithstanding this there are 2 options open to the council to deal with these objections. Firstly, the council could hold its own Public Inquiry to decide whether or not the subject of the objections outweighs the interests of the local community. Secondly if Members feel that this has already been proven, the Executive Member should be advised to make the Gating Order to restrict access along the route. In either case should the Order be made the objectors could appeal to the High Court for the decision to be overturned. Notwithstanding the above the fact that the closure would greatly improve residents' quality of life and meets the criteria of the legislation means that this option is still the recommended option.
25. Option B Do nothing and leave the route open to public use, but retain the installed fencing and kissing gate. This route is not a short cut to places of residence, only to businesses and the only residents who would be affected are those in Wray's Avenue and adjacent properties on Huntington Road. The situation faced by these residents on an almost daily basis is likely to continue and may become worse. Residents could be faced with a situation where they would not be able to move away from a property they might be unable to sell. This option is not recommended.

Corporate Priorities

26. The recommended option ties in with the council's Information Statement No4 *"Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York."*
27. This aim relates to improving the quality of life for York residents, by implementing a range of key objectives designed to reduce crime and the fear of crime and also tackle persistent nuisance behaviour, which can make life intolerable to some people.
28. Although the preferred option has no bearing on vehicle usage, it may appear to conflict with the council's policy to improve sustainable methods of transport,

such as walking and cycling. However, the alternative route is only a minor inconvenience and it is felt that the interests of residents outweighs those of the users of this route, who are using it as a short cut to businesses rather than residential properties.

Implications

Financial

29. As a kissing gate and fencing are already in place, total restriction of this route only requires the removal of the kissing gate and installation of a new section of fencing to bridge the gap. This would be paid for out of the Public Rights of Way budget and would cost approximately £150. The adopted section of the route would remain on the authority's List Of Streets Maintainable at the Public Expense as the public rights along it would only be restricted and not extinguished. Members may also wish to consider the financial implications of a public Inquiry should they wish to go down that route. The cost of this would be approximately £1000 per day including the cost of an inspector and venue. Should Members decide that the Order should be made with objections outstanding and the Order then be challenged by the objectors, the costs of the Order being taken to the High Court would have to be met.

Human Resources (HR)

30. There are no HR implications.

Equalities

31. There are no equalities implications.

Legal

32. Other than those already discussed in this report, there are no further legal implications.

Crime and Disorder

33. There are no crime and disorder implications not already discussed.

Information Technology (IT)

34. There are no IT implications.

Property

35. There are no property implications. All property affected by the Order is privately owned.

Other

36. There are no other implications.

Risk Management

37. In compliance with the Council's Risk Management Strategy. There are no risks associated with the recommendations of this report.

Recommendations

38. It is recommended that the Advisory Panel advise the Executive Member to accept **Option A**, and resolve to:
1. Note the outstanding objections from the local Ramblers and Unit 4, and;
 2. authorise the Director of City Strategy to instruct the Head of Civic, Democratic and Legal Services to make a Gating Order in accordance with S129A of the Highways Act 1980, as amended and approve the installation of a section of fencing to restrict access along the route in question.

Reason

The reason for making this decision is that it meets the criteria of the legislation, as set out in paragraph 10 and 11, where restriction of public rights over the route would be to the benefit of the local community and that there is a reasonably convenient alternative route available.

Contact Details

Author:

Stephen Bushby
Alleygating Officer
Public Rights of way Unit
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YO1 7ET

Tel: 551338

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director
City Development and Transport

Report Approved Date 13/3/07

Specialist Implications Officer(s)

Financial – Patrick Looker, Finance Manager, City Strategy

Wards Affected:

Huntington & New Earswick

For further information please contact the author of the report

Background Papers:

1. Report to the Planning and Transport (East Area) Sub Committee 12 May 2005 - Petition Relating To Closure of Emergency Vehicle Access Link At Wray's Avenue, Huntington Road.
2. Highways Act 1980

3. Clean Neighbourhoods and Environment Act 2005

Annexes

1. Draft Copy of Gating Order and Order Map
2. Copy of Objection from Local Ramblers' Association.
3. Copy of Objection from Joshua Barrington Ltd.

HIGHWAYS ACT, 1980 SECTION 129A

DRAFT GATING ORDER FOR A CERTAIN HIGHWAY FOR THE PURPOSES OF PREVENTING CRIME AND/OR ANTI-SOCIAL BEHAVIOUR

THE COUNCIL OF THE CITY OF YORK

WRAY’S AVENUE GATING ORDER 2007

This Order is made by the Council of the City of York, under the Highways Act 1980, Section 129A (“the Act”) as highway authority for the highway indicated below because it appears that:-

- (a) the requirements of Section 129A(3) in respect of the said highway are satisfied; and
- (b) that it is expedient for the purposes of preventing or reducing crime and/or anti-social behaviour that public pedestrian use of the said highway be restricted as this Order provides.

BY THIS ORDER

- 1. The public pedestrian use of the highway indicated in paragraph I of the Schedule below should be restricted;
- 2. That such restriction should apply at all times;
- 3. That such restriction shall not apply to those parties whose interests would otherwise be affected by this Order and whose interests are identified as those protected by Section 129B (3), (4) and (5) of the said Act as amended; and
- 4. That the alternative route is as indicated in paragraph II of the Schedule below.

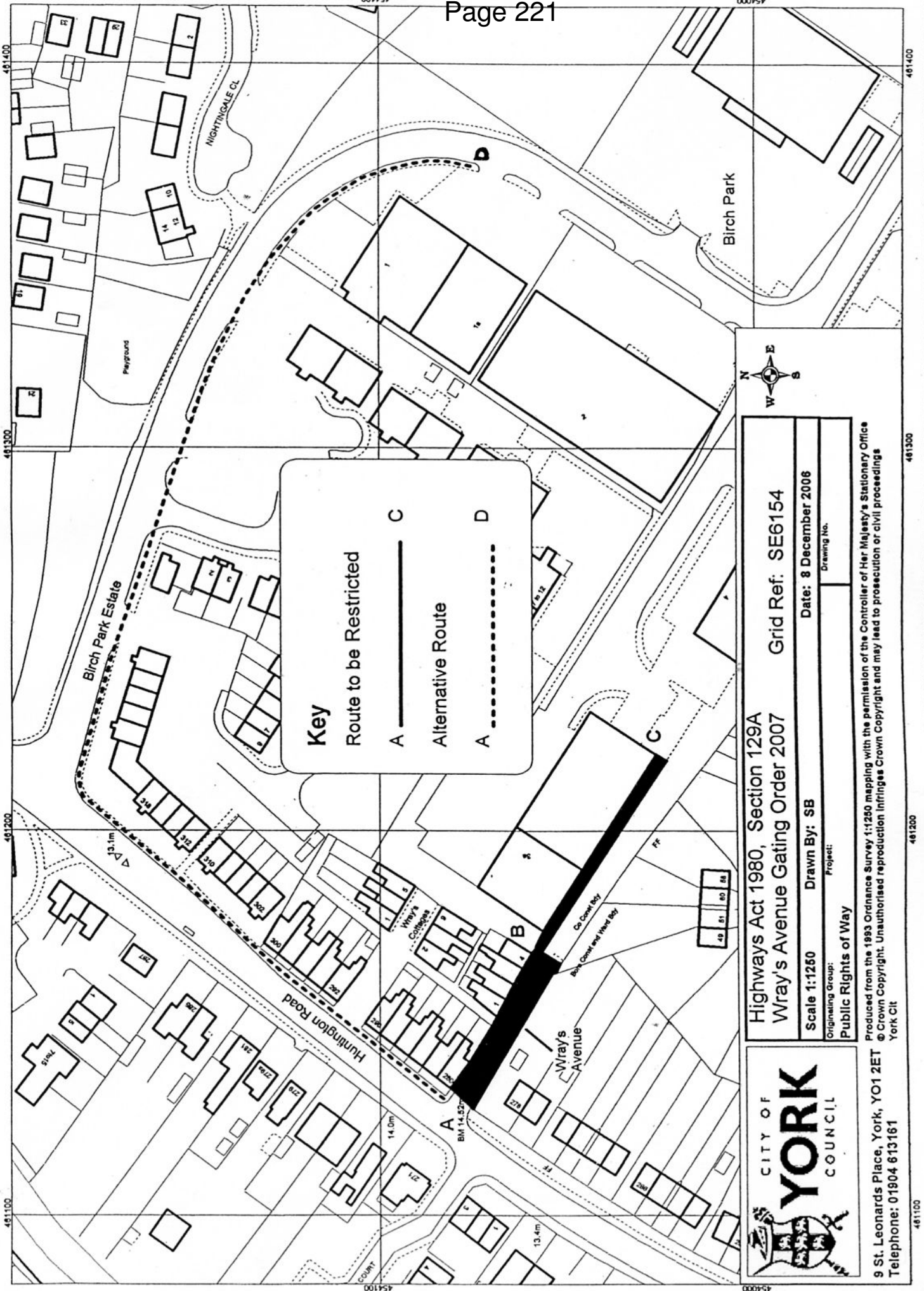
THE SCHEDULE

- I. The route to be restricted is located along the full width of Wray’s Avenue, from Huntington Road at Grid Reference SE 6112 5408 (Point A on the map), in a south easterly direction for 47 metres to Grid Reference SE 6116 5405 (Point B on the map) and continuing in a south easterly direction for 60 metres to Birch Park Industrial Estate at Grid Reference SE 6121 5402 (Point C on the map), as shown by a bold continuous line on the Order map.
- II. The alternative route which will be available to pedestrian traffic, if the Order is made, is north from Wray’s Avenue into Birch Park Industrial Estate, as shown by a broken continuous line on the Order map.

THE COMMON SEAL of the)
 Council of the City of York was)
 this day of 2007)
 hereto affixed in the presence of:-)

Head of Civic, Democratic & Legal Services


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Key

Route to be Restricted ———— C

Alternative Route - - - - - D



CITY OF YORK
COUNCIL

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


Highways Act 1980, Section 129A
Wray's Avenue Gating Order 2007

Scale 1:1250 Drawn By: SB

Originaling Group: Project: Drawing No.

Public Rights of Way

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York CIt



Grid Ref: SE6154

Date: 8 December 2006

481100 481200 481300 481400

454100 454150 454200 454250

454000 454050 454100 454150

NIGHTINGALE CL

Birch Park Estate

Playground

Birch Park

Wray's College

Huntington Road

Wray's Avenue

Co Court Rd

Box Court and Fisher Bdy

BM 14.527

14.0m

13.4m

49 51 60 6A

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HIGHWAYS ACT 1980, SECTION 129A

SCHEDULE TO
WRAY'S AVENUE GATING ORDER 2007

Description of the Way to be Restricted

Point A to B to C

Public right of way commencing at Grid Reference SE 6112 5408 (Point A on the map) between No278 and No280 Huntington Road, York and proceeding in a south easterly direction across the full width of Wray's Avenue for 47 metres, to Grid Reference SE 6116 5405 (Point B on the map) on the south east corner of No4 Wray's Avenue and continuing in a south easterly direction along the rear of Unit 3A Birch Park Industrial Estate for 60 metres, to Grid Reference SE 6121 5402 (Point C on the map) where it emerges from the rear of the above mentioned industrial units, onto Birch Park Industrial Estate.

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Annex 2

**COPY OF TWO E-MAILS SENT AS OBJECTIONS BY
THE LOCAL RAMBLERS' ASSOCIATION**

(NB: Spelling and grammar not edited)

Dated: 12 February 2007 Time: 1702 hrs

Ramblers' Association, E.Yorkshire and Derwent Area, York Group

Footpaths Secretary: David Nunns, 33 Millgates, York. YO26 6AT

The Public Rights of Way Officer, Directorate of City Strategy. YO1 7ET

Dear Sir,

Huntington Parish, Wray's Avenue Gating Order 2007

Your reference to vehicular access supposes probable use as a bridlepath, or at least cyclists.

Our Footpath sub-committee would ask that you reconsider this proposal, to allow pedestrian access between 7am and 2.30pm.

This would allow continuation of a convenient traffic-free access to Birch Park Royal Mail Delivery Office during its opening hours, being around 200 metres shorter.

The route you show in black from Point B to Point C appears to be privately owned and essentially grass, apart from the 2 emergency exit routes from Tate Smith's warehouse.

Should you unfortunately decide to confirm this Order it would seem logical to close the Right Of Way between this grass and the grass between the macadam path and security fencing behind 51 and 56 to 60 Roche Avenue, but you do not state the ownership of this land.

It may be that the occupiers of the warehouses have no objection to this cul-de-sac remaining opening.

We are unaware of the provision for a gating order to provide no gate, as we understood that any Gating Order pre-supposed at least one gate.

We realise that a Gating Order can easily be modified as to the times of public or private access, so it is not as final as a closure under other sections of the Highways Act 1980.

We do not believe a restriction should apply at all times.

Dated: 12 February 2007 Time: 2242 hrs

Ramblers' Association, E. Yorkshire and Derwent Area, York Group

Footpaths Secretary: David Nunns, 33 Millgates, York. YO26 6AT

The Public Rights of Way Officer, Directorate of City Strategy. YO1 7ET

Dear Sir,

Huntington Parish, Wray's Avenue Gating Order 2007

I regret I did not notice that my computer had reset itself to 01/01/1980 and my letter was in fact written on 12/02/2007.

I apologise for an error in my earlier letter, in that I should have referred to the fact that your Schedule refers to vehicular traffic, rather than vehicular access.

The broken line on your map is generally on the footway, rather than the carriageway, so vehicular traffic (including cyclists) should not use the alternative route.

There are illegal notices on either side of the fence at Point B, to the north of the existing wheelchair / buggy friendly kissing gate, which you do not appear to have made any attempt to remove.

This appears to be typical of the stated general policy of your Authority's Directorate of City Strategy not to take any enforcement action for at least 6 months of the first notification of any breach of planning consents.

Should the Order be made and confirmed as you propose, we trust you will re-use the kissing gate elsewhere in the York area.

For information, access to Birch Park Royal Mail Delivery Office is just off your Order Map, at Grid Ref. SE 6139 5395.

The route you show in black from Point B to Point C may be part of a public highway, but it is essentially grass. We assume the macadam path and the grass up to the bund between the macadam path and security fencing is likely to be part of this public highway. Perhaps the bund itself is also a part.

No doubt you have looked at archived Planning files for the period before Birch Park was given planning consent. I cannot find anything in our records, but agree with you that the macadam path is a public right of way and we are not aware that presumed public rights over A-B, at least on foot, have been contested.

There were indications at one time of people walking across to the South Beck and I believe City of York's Natural Environment Panel had suggested a

green wedge incorporating the beck for wildlife corridors alongside the beck and links to Huntington Road and Monkton Road when considering more recent developments.

We understood that Gating the path under the Clean Neighbourhoods and Environment Act 2005 at Point B does not remove the underlying highway status of A-B and B-C. If it is found that the grounds of closure could no longer be justified, in that crime or anti-social behaviour is not reduced significantly in the area, your Authority could re-open the path without further ado.

We enquire as to the current situation with regard to York's Local Access Forum, as we thought LAF's were statutory consultees for gating orders and we are unaware as to any recent meetings of your Authority's LAF.

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COPY OF E-MAIL SENT AS AN OBJECTION TO THE PROPOSAL

(NB: Spelling and grammar not edited)

Dated: 12 February 2007

Dear Stephen.

Many thanks for your letter about considering to close the public right of way at Wray's Avenue. We are a small company on Birch Park Ind Estate unit 4 employing 10 people. The route in question has for many years offered us a quick & easy access to the local shops on Huntington road, something that would now require a trip in the car as the detour is much to far to walk in a short time.

We at Joshua Barrington feel that it will only encourage anti social behaviour having created a cul-de-sac in which the general public is ommited from thus making a haven for drunks & drug addicts.

We feel it would be a better situation to have the kissing gate removed along with the entire fence to give total access. Also in this age of environmentally friendly we would hope that easy access footpaths & cycle routes should be kept open in all parts of the city.

Kind regards

David Turnbull
Production Manager

Joshua Barrington Ltd
Unit 4 Birch Park,
Huntington Road
York
YO31 9BL

Tel: 01904 756900
Fax: 01904 612923

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Meeting of the Executive Members for City Strategy and Advisory Panel

26th March 2007

Report of the Director of City Strategy

PUBLIC RIGHT OF WAY – PROPOSED DIVERSION OF PUBLIC FOOTPATH, HAXBY NO.3 (PT)

Summary

1. This report seeks authorisation to make an Order to divert a section of Public Footpath, Haxby No.3 as shown on Plan 1 attached to this report.
2. The report recommends that the Advisory Panel advises the Executive Member to approve **Option 2** and authorise the making of a Public Path Diversion Order to divert the footpath to the new alignment as shown on Plan 1.

Background

3. The section of path in question runs in a generally easterly direction from Calf Close following the boundary of Willowtree House before turning slightly north east and continuing to the edge of the railway line, where it crosses the line by means of two stiles before continuing across agricultural land onto Landing Lane. (Refer to Plan 2. for general location).
4. The applicant (Antler Homes Yorkshire Ltd) have acquired a parcel of land extending to the rear of No.30 Calf Close. Planning Permission was granted on 18th April 2006 to erect 11 properties on this land. The submitted plans for this development show that access to the new properties will be via a new section of adopted vehicular highway leaving Calf Close at the same point as the footpath currently does.
5. The application proposes to divert the existing footpath using Section 119 of the Highways Act 1980 from its current alignment to the one shown on Plan 1.
6. The developer has given written assurance that access to this footpath will be available to the public throughout subsequent construction works.

Consultation

7. Pre-order consultation was carried out in accordance with the Parliamentary Rights of Way Review Committee's code of practice for consultation on changes to the PROW network. No objections were received.

Options

There are 2 options available.

8. Option 1: Do nothing and leave the footpath on its current alignment
9. Option 2: Use Section 119 of the Highways Act 1980 to divert the footpath onto the alignment as shown on Plan 1.

Analysis

10. **Option 1: Not Recommended.**

Do nothing and leave the footpath on its current alignment. This option would leave an anomaly on the Definitive Map as it would still show the line of the public footpath beneath the proposed vehicular access road. In other words, the higher rights of the vehicular highway supercede the pedestrian rights of the footpath and the Definitive Map should be modified accordingly.

11. **Option 2. Recommended.**

Use Section 119 of the Highways Act 1980 to divert the footpath onto the alignment as shown on Plan 1.

12. Before making the Order, the authority must be satisfied that it is expedient to divert the path in the interests of either the public and/or the owner/lessee of the land crossed by the path. In this case, it is considered the application is in the interests of the public in that the path will be more direct and constructed to adopted footway standards with street lighting. It is not considered that the diversion will be in the interest of the owner of the land. Antler Homes Yorkshire Ltd. will not gain any advantage from the diversion and will in fact incur additional costs in constructing the path and installing lighting as opposed to leaving the path as it currently stands.
13. In addition to the above the authority must be satisfied that the diversion does not alter any point of termination of the path other than to a point on the same path or another highway connected with it, which is substantially as convenient to the public. In this instance the path, once diverted, will not terminate on the original highway i.e. Calf Close, but will terminate on the newly constructed road, which will link with Calf Close. Therefore satisfying the criteria of the legislation.
14. Before confirming an Order the authority must be satisfied that the diversion is expedient in the interests of the person(s) stated in the Order. The authority must also be satisfied that the diversion route will not be substantially less

convenient to the public as a consequence of the diversion and that it is expedient to confirm the Order having regard to the affect it will have on the public enjoyment of the path as a whole.

15. The authority must be satisfied that the diversion is expedient with regard to other land served by the existing path and on land affected by any proposed new path taking into account the provisions for compensation. Antler Homes Yorkshire Ltd. have waived any rights to compensation.

Corporate Priorities

16. The recommended option ties in with the council's Corporate Aim: *Take Pride in the City, by improving quality and sustainability, creating a clean and safe environment.* The proposed improvements to the path i.e. a more convenient surface and street lighting, accords with Objective 1.3 to: *Make getting around York easier, more reliable and less damaging to the environment.*
17. The second Local Transport Plan (LTP2). The *hierarchy of transport users* is firmly embedded within this plan, with pedestrians and cyclists being the top priority when considering travel choice. It is evident from the preceding comments that the retention of the link for public use, fits soundly within council's transport strategy. 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.

Implications

- **Financial**

18. The applicant, Antler Homes (Yorkshire) Ltd. Will pay for all costs relating to the making and advertising of the Order, including all officer time.
19. Maintenance Liability - The Developer has proposed to create a more defined surfaced path up to an adoptable standard, with a minimum width of 1.4 metres. This will become adopted highway repairable at public expense. It will also have street lighting up to the railway crossing.
20. Opposed Orders - If any objection is outstanding following the making of the order, the authority cannot confirm it. In this event, the Order can only be confirmed by the Secretary of State who would also determine the means through which the supporters and objector/s can make their case. This could be through written representations, a hearing or public inquiry. The Council is required to pay the costs of a hearing or public inquiry including officer time, the cost of advertising and a venue which would total approximately £2000.
21. Notwithstanding the above, if there are outstanding objections, the authority can decide not to proceed any further with the Order, in this case there would be no further costs incurred.

- **Human Resources (HR)**

22. There are no HR implications.
 - **Equalities**
23. There are no Equalities implications.
 - **Legal**
24. The council has the power to divert a public path under Section 119 of the Highways Act 1980.
 - **Crime and Disorder**
25. There are no Crime and Disorder implications.
 - **Information Technology (IT)**
26. There are no IT implications.
 - **Property**
27. There are no property implications.
 - **Other**
28. There are no other implications.

Risk Management

29. In compliance with the Council's Risk Management Strategy. There are no risks associated with the recommendations of this report.

Recommendations

30. It is recommended that the Advisory Panel advise the Executive Member to accept **Option 2**, and resolve to:
 1. Authorise the Director of City Strategy to instruct the Head of Civic, Democratic and Legal Services to make the necessary Public Path Order to implement Option 2 and divert Public Footpath, Haxby No.3.
 2. That if no objections are received to the making of the Order, or that if any objections that are received are subsequently withdrawn, the Head of Civic Democratic and Legal Services be authorised to confirm the Order recommended in 1. above.
 3. If objections are received to the Order and are not withdrawn, a further report be placed before the Executive Member's Advisory Panel, to enable the Executive Member to consider whether or not pass the Order to the Secretary of State for determination.

Contact Details

Author: Ian Jakulis

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YO1 7ET

Tel: 551338

Chief Officer Responsible for the report:

Damon Copperthwaite
Assistant Director
(City Development and Transport)

Report Approved

Date 13/3/07

Specialist Implications Officer(s) - There are no specialist implications

Wards Affected: Haxby

All

For further information please contact the author of the report

Background Papers:

PPO/068/Haxby No.3

Highways Act 1980, Section 119.

Annexes

Annex 1

- **Plan 1** - Public Footpath Haxby No.3, Plan of Proposed Diversion.
- **Plan 2** - Public Footpath Haxby No.3, Plan of the General Location.

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Key:

- Existing line of Footpath.
- - - Proposed Diversion.
- + + + Continuation of Footpath.



Plan 1. - Public Footpath, Haxby No.3

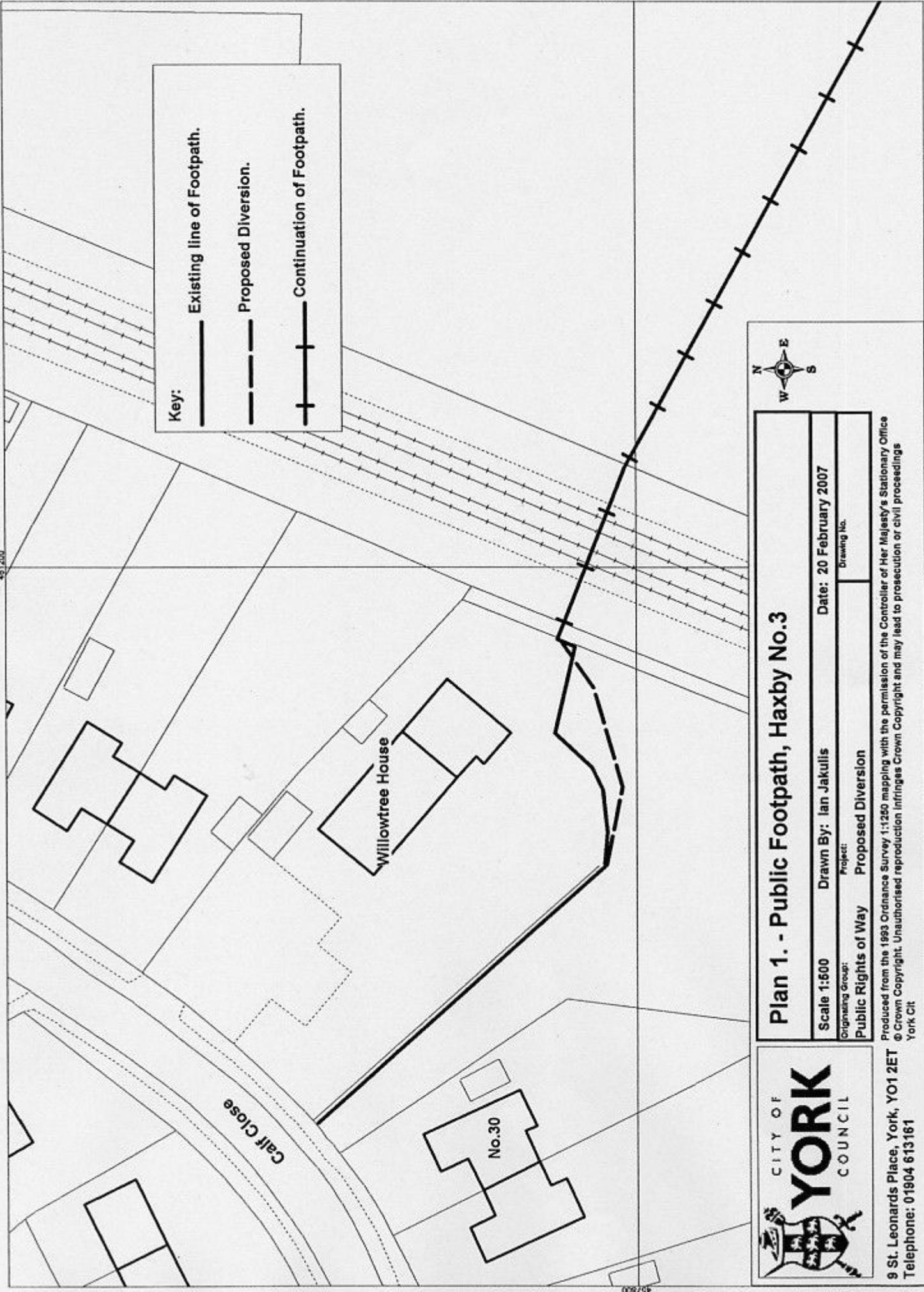
Scale 1:500 Drawn By: Ian Jakulis Date: 20 February 2007

Originaling Group:	Project:
Public Rights of Way	Proposed Diversion
	Drawing No.

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461200

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Plan 2. - Public Footpath, Haxby No.3

Scale 1:12000 Drawn By: Ian Jakulis Date: 20 February 2007

Originating Group: Public Rights of Way Project: General Location Drawing No.

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Meeting of Executive Members for City Strategy and Advisory Panel**26 March 2007**

Report of the Director of City Strategy

PROPOSED 2007/08 CITY STRATEGY CAPITAL PROGRAMME**Summary**

1. The purpose of this report is to set out the details of the proposed City Strategy Capital Programme for 2007/08, and to ask the Executive Member for City Strategy to approve the proposed programme for 2007/08.

Background

2. The budget for the 2007/08 City Strategy Capital Programme was agreed at the Full Council Meeting on 21 February. The 2007/08 budget is **£8,777k** (compared to £10,464k in 2006/07) including funding from the Local Transport Plan (LTP) settlement, developer contributions and council resources.
3. As indicated in the 'City of York's LTP 2006-2011 Capital Settlement' report to 27th February Executive, the council received additional resources compared to the 2005 indicative settlement, amounting to £460k in 2007/08 and £900k over the four years 2007/08-2010/11. The increased funding was due to the quality of the transport strategy set down in the second LTP document (LTP2), which was assessed as excellent. However despite this assessment the anticipated LTP integrated transport funding is projected to fall over the next four years from £4,141k to £2,986k due to the change over to a new formula-based allocation methodology. This is substantially lower than the £5,248k average settlement received during the LTP1 period.
4. The main opportunity to increase funding through the LTP process is to meet or exceed the targets set in the LTP document, therefore it is essential that all schemes are carefully assessed to ensure that they deliver measurable benefits against the objectives of the plan before they are included in the programme.
5. During the preparation of the programme, each scheme planned to be implemented in 2007/08, which had not already been committed for delivery, has been assessed against the main LTP objectives of tackling congestion, improving accessibility, safer roads and improving air quality, and evaluated against value for money criteria. During the LTP1 period the progress towards cycling and road safety targets was not as rapid as desired therefore resources have been directed to these areas in particular. The contribution of each

scheme to the corporate strategy to increase the use of public and other environmentally friendly modes of transport has also been assessed.

6. Owing to the level of funding anticipated to be available, it was agreed at the City Strategy EMAP on 11 December that the allocations for each main block should be balanced across the entire budget over the next four years to minimise the impact of delivering Moor Lane Roundabout in 2007/08. This means that the proposed spend on structural maintenance has been reduced in 2007/08 but increased in future years. Over the four year period the spend on integrated transport and structural maintenance is projected to be equal to the budget. In this way the targets of the LTP can be progressed on a broad front in each year and the variation in workload between years is minimised.

City Strategy Capital Programme

7. The City Strategy Capital Programme is funded from the Local Transport Plan settlement, City of York Council capital resources, other government funding sources and the private sector, including section 106 agreements. The list of schemes set out below considers those with an element of LTP funding first followed by those funded entirely from other sources. The funding figures shown are those for 2007/08 only and do not necessarily represent the full cost of the scheme. Allowance has been made for the current assessment of the progress of schemes in the 2006/07 programme, but the allocations will need to be adjusted after the 2006/07 outturn figures are known to take account of any carryovers. A consolidated report taking into account these carryovers will be submitted to the City Strategy EMAP in July.
8. The full City Strategy proposed 2007/08 Capital Programme is set out in Annex 1.
9. The programme has been focussed on the delivery of projects rather than the preparation of studies developing schemes which may not be affordable in the short term. It is proposed to reduce the allocation for preparatory work to approximately 5% of the integrated transport budget compared to over 8% in 2006/07. The level of overprogramming has also been reduced compared to previous years to take account of the higher certainty of delivery of many of the projects in 2007/08, and in recognition of the reducing allocations for future years. It is proposed to reduce the level of overprogramming from approximately 25% of the integrated transport budget in 2006/07 to less than 10% in 2007/08.
10. To clarify what is anticipated to be delivered in the year the schemes have been split into projects for implementation in 2007/08, and schemes 'In Preparation', where only feasibility and design work will be carried out in 2007/08. The 'In Preparation' schemes may be progressed and implemented if funding becomes available during the year due to delays to other schemes across the programme. It is proposed to include any variations to the programme in future monitoring reports to the City Strategy EMAP. Each block also has a level of overprogramming allocated which indicates the level of delivery certainty for that block. A number of reserve schemes have also been identified, which could be brought forward if progress across the programme

was slower than anticipated. If required, allocations for these schemes would be proposed for approval in the monitoring reports through the year.

Schemes Within the Local Transport Plan

OUTER RING ROAD AND JAMES ST LINK ROAD

Budget: £3,320k

Programme (including overprogramming): £3,320k

11. Moor Lane Roundabout - £3,000k. The main elements of the Moor Lane Roundabout scheme have been progressing throughout 2006/07 with an anticipated start on site for the main works in April 2007. Planning consent was granted on 20 February. The total original anticipated scheme cost included in the capital programme is £3.0m including design fees, land purchase, utility diversions, civils construction costs and supervision fees. During the design process the estimate for the scheme has been refined as additional information has become available.
12. The most significant variation to the estimate identified during the design period has been the higher cost of service diversions. The estimated costs are currently approximately £500k higher than originally anticipated owing to the presence of a medium pressure gas pipeline which follows the line of Askham Lane. Depending on the construction costs, it is anticipated that the contingencies allowed in the original estimate will not be adequate to cover this exceptional item. For forward planning purposes to allow the preparation of the 2007/08 programme, a total scheme cost of £3.5m (£350k 2006/07, £3,000k 2007/08, £150k 2008/09) has been assumed to take account of the latest estimates and to maintain a suitable level of contingency for the construction phase. The tenders for the construction of the scheme are due to be returned on 23 March and Members will be updated with the latest estimate for the total cost of the scheme at the meeting.
13. Hopgrove Roundabout - £0k. As indicated in the 11 December monitoring report, the Highways Agency scheme for improvements at the A64 Hopgrove Roundabout has been delayed due to increased estimated scheme costs. Unless the scheme can be redesigned to reduce the cost below the £5m threshold for Highways Agency regional schemes, it will have to be considered as one of the Targeted Programme of Improvements national schemes which may substantially delay delivery. Owing to time taken for the Highways Agency to resolve their funding issues, the £500k allocation provided in the City Strategy programme for 2006/07 will not be needed for delivery of the scheme and it is therefore proposed to carry over the funding into 2007/08. The actual level of funding available to carry forward will be dependent on the 2006/07 outturn position and will be confirmed in the capital programme report to the June City Strategy EMAP. If the Highways Agency's funding position has not been resolved by the first monitor report in September then it is proposed to use the carried over funds to undertake the reserve structural maintenance schemes. The funding split would be readjusted in subsequent years to balance the integrated transport and structural maintenance allocations with the budgets over the next four years up to 2010/11.

14. Strensall Roundabout Left Turn Lane - £250k. It is proposed to allocate funding for the implementation of this scheme in 2007/08, following the deferment of this scheme at the Monitor 2 EMAP report in December 2006. The outline of the scheme was approved in principle by the Executive Member at the July 2005 Planning and Transport EMAP, and involves the provision of an additional left turn lane adjacent to the Strensall Road North arm of the roundabout. This will increase the capacity of the roundabout for left turning vehicles, which will improve bus journey times at the peak periods. It is projected that journey times for vehicles from the Strensall direction will reduce by up to 45% in the am peak ensuring better reliability for public transport. A number of improvements to the pedestrian and cycling crossing facilities will also be provided.
15. James St Link Road Phase 1 - £50k. This funding is required for the payment of the retention monies for the James St Link Road scheme, which was completed in November 2006. There are also a number of minor claims to resolve in relation to the apportionment of costs between the contractor, the developer and the council. Further details will be provided with subsequent reports if the allocation needs to be adjusted.
16. James St Link Road Phase 2 (In Preparation) - £20k. It is proposed to allocate this funding in order to investigate the cost of providing an extension of the James St Link Road from Layerthorpe to Heworth Green. The Foss Basin Masterplan includes the provision of the James Street Link Road through from Heworth Green to Lawrence Street. The modelling work indicates that the full traffic congestion benefits will only be realised when the entire link road is complete. The first phase of the scheme is operational and the largest part of the second phase through the Persimmon Forum development will be provided by the developer in 2007/08. However there remains a 70m length through the Frog Hall site which is not currently progressing. The funding will enable the cost of the gap closure to be established and review ways of progressing the completion of the link road. It was originally anticipated that the road would be part funded by the Frog Hall developer in kind, other developments in the area, and the LTP.

Multi-Modal Schemes

Budget: £50k

Programme (including overprogramming): £50k

17. Fulford Road Multi-Modal Scheme (In Preparation) - £25k. It is proposed to allocate this funding for developing schemes to improve the Fulford Road corridor, as a continuation of the work carried out in 2006/07 in the Fulford Road Bus Priorities Study. The scheme has been included as a 'multi-modal' scheme in order to emphasise the need for improvements for all road users.
18. Blossom St Multi-Modal Scheme (In Preparation) - £25k (including £4k s106 funding). This reserve scheme from 2006/07 involves the investigation of the traffic and safety issues at the junction of Blossom St with Queen St/Nunnery Lane and Micklegate. The study will investigate ways of improving facilities for pedestrians on all four arms, cycle routes on Blossom Street, and the junction layout and capacity including the methods to accommodate unloading vehicles.

Air Quality, Congestion and Traffic Management

Budget: £128k

Programme (including overprogramming): £128k

19. Owing to the constraints of the existing network and air quality issues in the city centre it is essential that the best use is made of the available road space. Technology can help to provide more accurate real time information for road users, and modelling work assists in the development of strategies to deal with the transport issues.
20. Traffic Congestion Management System (TCMS) - £40k. The proposed funding allocated for TCMS will allow the implementation of these schemes:
 - Commence migration of UTMC equipment from GPRS to Wi-Fi: Required for technical development of the TCMS communications system. It is anticipated that use will be made of the proposed University Wi-Fi network, which will result in reduced revenue communication costs and enable easier installation of new equipment.
 - Car park counting at Monks Cross Park & Ride: To extend the car park guidance to four of the five Park & Ride sites, and allow Variable Message Sign updates directing users to the most appropriate site.
 - Public access to TCMS and the Bus Location and Information Sub-System (BLISS): completion of ongoing programme to allow mobile and internet access to database.
 - Enhance dynamic web pages: to provide live traffic data to the public on the CYC web pages.
21. Air Quality Action Plan - £20k. It is proposed to continue the annual allocation of LTP funding to support the air quality monitoring carried out as part of the council's Air Quality Action Plan.
22. Lorry Park Signage - £1k. It is proposed to allocate this funding for the installation of signs on the A64 to direct drivers to the Murton Lorry Park. The signs were purchased in previous years but were not installed due to delays in getting approval from the Highways Agency for their installation.
23. Tadcaster Road Widening at Sim Balk Lane Junction - £10k. Section 278 works are currently being undertaken to the junction funded by the developer to improve capacity to allow for the new college development. To achieve additional benefit from the junction changes, and ensure that the works are undertaken at the same time, it is proposed to fund some minor additional widening works to allow a two lane approach from the A64 direction. This will assist the management of traffic in the area, particularly on race days.
24. Regional Scheme Development and Strategy Modelling (In Preparation) - £50k (all s106 funding). It is proposed to allocate this funding to update and revise the existing transport model for York and to commence the preparation of a Major Scheme Bid for transport improvements for the city. This work will be closely associated with the Leeds City Region transport vision which includes improvements to the outer ring road, new Park & Ride sites, bus corridors, and options for introducing tram/train technology on the York to Harrogate Line

(see public transport block). The potential for a future Transport Innovation Fund bid will also be evaluated.

25. Coach Study (In Preparation) – 7k. Following an Officer In Consultation decision on 23 January, funding has been allocated to carry out a feasibility study on the provision of coach parking in York following the closure of Kent St Coach Park due to the re-development of the Barbican Centre.

Park & Ride

Budget: £160k

Programme (including overprogramming): £160k

26. Park & Ride is a core element of the council's transport strategy and is recognised as one of the most successful in the country. The contract for the provision of the bus operation will be renewed during 2007/08 and it is planned to take the opportunity to enhance the facilities at the sites and city centre bus stops at the same time. The following improvements are planned to be delivered in 2007/08 together with preparatory work for an extension/relocation of the Askham Bar site.
27. Designer Outlet Park & Ride Office - £60k (all s106 funding). Currently the Designer Outlet site is the only site which does not have a supervisor or facilities for passengers to purchase smart card tickets. As part of the programme to improve the Park & Ride service it is proposed to provide a small office building at the site.
28. Park & Ride City Centre Bus Stop Upgrades - £45k. As part of the re-launch of the service it is proposed to review the locations of the city centre Park & Ride stops and undertake works to improve the facilities. The customer satisfaction survey reported in the Park & Ride Options report to the 27 February Executive identified a number of improvements which the users would like at the city centre stops including the provision of increased waiting areas, shelters, and information boards together with improved real time information screens.
29. Park & Ride Site Upgrades for Re-launch of Service - £50k. Following a survey of the condition of the existing sites it is proposed to upgrade the facilities including repainting and resurfacing where required.
30. Askham Bar Park & Ride Extension (In Preparation) - £5k. The Askham Bar Park & Ride site is frequently at capacity on weekdays. It is proposed to allocate funding to complete the feasibility work commenced in 2006/07 to establish whether an extension to the existing site or relocation to a new site in the area is the best way forward.

Public Transport Improvements

Budget: £519k

Programme (including overprogramming): £589k

31. Increasing bus patronage is one of the main objectives of the LTP, which it is planned to deliver by the provision of a better quality and more reliable bus service in support of the Corporate Priority to encourage more public transport

usage. Improved technology will give passengers better information and allow the operators to manage their services more effectively. The provision of bus priorities will enable the reliability of the services to be improved and encourage more passengers to transfer from the car. The following schemes are planned to be delivered in 2007/08 to improve public transport infrastructure.

32. Bus Location and Information Sub-System (BLISS) - £224k. The improvement the highest proportion of Park & Ride users wanted to see at city centre stops was the provision of more real time information. The proposed funding allocation for BLISS items will allow the implementation of the following schemes:
 - Extend BLISS to the remainder of First York services: to complete the deployment of the bus tracking system on all First York services.
 - Extend BLISS to East Yorkshire Motor Services 746 and 747: to extend the BLISS tracking system to other operators in York.
 - Upgrade of bus stop flags for SMS Text Messaging System: to provide details on each bus stop in advance of the launch of the SMS system, which will allow users to be informed of the time of the next buses at all stops (both timetabled and real time).
 - Installation of Smart Columns at city centre interchanges: Following the successful installation of Smart Columns in the city centre and subject to the preparation of a Public Information Strategy, it is proposed to roll-out a programme of installation of further columns over the next few years. The £20k budget would allow one additional column to be provided.
 - BLISS Transponders for Leeds-Bradford Airport Coach: to allow the new service to Leeds-Bradford Airport to be included in the BLISS tracking system.
 - LCD Smart Panels for Bus Stops: to provide a wider range of information at bus stops including next bus times. It would be proposed to install the new screens at all Park & Ride sites and main Park & Ride city centre stops.
33. Stonebow Bus Stops Improvements - £15k. This allocation has been included to allow the implementation of improvements to the existing bus stops.
34. Bus Timetable Installation - £20k. It is proposed to allocate funding in order to provide timetable cases at all bus stops within the city centre and along the routes of services 10 to 13.
35. Leeds-Bradford Airport Coach - £20k. In addition to the provision of BLISS transponders listed above, it is proposed to allocate funding for improvements to the waiting and pick up facilities at York Station for this new service.
36. Route 1 Kassel Kerbs - £40k. It is proposed to allocate funding for the installation of raised Kassel Kerbs to improve accessibility at the remaining bus stops on the Service 1 route.
37. Bus Stop and Shelter Programme - £45k. It is proposed to allocate funding to carry out a rolling programme of bus stop improvements and installation of bus

shelters across York. Funding would enable up to ten new shelters to be provided.

38. A59/Beckfield Lane Junction Improvements - £150k (all s106 funding). It is proposed to allocate section 106 funding for the completion of feasibility studies, detailed design, and diversion of services to enable an improvement scheme for this junction to be undertaken. It is anticipated that bus priority measures could be incorporated within the scheme combined with improved crossing facilities, which could be part funded by the s106 contribution from the proposed Manor School development. Both signalised and enlarged roundabout solutions are currently being investigated. Subject to the provision of a rising bollard at the end of Low Poppleton Lane, to be constructed as part of the school development, bus services could be redirected along Millfield Lane to Poppleton reducing the delays crossing the A1237 roundabout.
39. There are also a number of public transport schemes included in the programme as 'In Preparation' schemes, where feasibility and design work will be carried out in 2007/08, with the possibility of implementing the scheme if funding becomes available through the year. This includes:
 - The proposed extension of Service 6 to link with Rawcliffe Bar and Grimston Bar Park & Ride sites, as part of the development of orbital bus routes - £20k.
 - Completion of the A59 Bus Priority study - £10k (including £5k s106 funding).
 - Feasibility into the provision of integrated ticketing services - £5k.
 - A contribution to a Tram-Train Study being carried out by the West Yorkshire Passenger Transport Executive (Metro) – £25k.
 - A study into locations for a city centre interchange for the tram-train - £15k.

Walking

Budget: £291k

Programme (including overprogramming): £366k

40. Encouraging more people to walk to and from destinations within the city is a key objective of the LTP. The core element of the strategy is the development of the strategic Pedestrian Route Network to link the city centre to residential areas, education, employment, healthcare, retail sites and leisure facilities and provide links between other residential areas and villages for both utility and leisure trips. The following schemes have been developed to help deliver the LTP walking strategy.
41. Dropped Kerbs - £30k. The Transport Planning Unit receives approximately 50 requests per year for the installation of new dropped kerbs at junctions across the city. As in previous years, it is proposed to allocate funding for the construction of dropped kerbs following the prioritisation of requests received from the public.
42. Lendal Bridge Route - £130k. It is proposed to allocate funding for the improvements to the narrow footway at the corner of Station Avenue/Lendal Bridge, which were deferred from 2006/07.

43. Melrosegate/Fourth Ave Pelican Crossing - £20k. Following a feasibility study carried out by Heworth Ward Committee, it is proposed to allocate funding for the provision of a pelican crossing on Melrosegate at the junction with Fourth Avenue. The ward committee is also proposing to provide a £10k contribution to the cost of the construction of the scheme.
44. Fordlands Road Pedestrian Crossing - £20k. This allocation is for the completion of the works commenced in 2006/07 to provide a pedestrian crossing on Fulford Road near the junction with Fordlands Road.
45. Shipton Road Footpath Extension - £25k. Following further discussions with Rawcliffe Parish Council, it is proposed to implement a revised scheme for the extension of the footpath from the bus stop lay-by to the Shipton Road crossing to allow safe access to the bus stop and shops in the area.
46. Minor Schemes Budget - £25k. It is proposed to allocate funding for the construction of minor pedestrian schemes throughout the year, following requests from the public and evaluation against the LTP objectives.
47. Green Lane Rawcliffe Footway - £16k. Following feasibility work carried out in 2006/07, it is proposed to allocate funding to allow improvements to the crossfall of a severely sloping section of footway on Green Lane.
48. Melrosegate/Tang Hall Lane Pedestrian Refuges - £17k. This scheme was deferred from 2006/07. It is proposed to allocate funding for improvements to the existing pedestrian refuges at the roundabout.
49. Pedestrian Audits Work - £50k. Audits of pedestrian facilities on major radial routes were carried out as part of the capital programme in previous years, and it is proposed to allocate funding to carry out the works, such as dropped kerbs and improved crossing points, identified in the audits of Haxby Road, Huntington Road, and Shipton Road.
50. Coppergate Pelican Improvements - £10k. It is proposed to allocate funding for improvements to the pelican crossing to bring the facilities up to the latest standards.
51. In Preparation Schemes - £23k. Funding has been allocated to a number of 'In Preparation' schemes in the pedestrian block in order to allow feasibility and design work to be carried out in 2007/08 for delivery of schemes in future years. If funding becomes available throughout the year, due to slippage across the programme, these schemes may be implemented if they meet the objectives of the LTP and are considered good value for money:
 - Footstreets Review and Potential Expansion: to consider expansion into Fossgate and Goodramgate.
 - Haxby Village Pedestrian Audit: to review pedestrian facilities in Haxby.
 - Outer Ring Road Crossing Improvements: to investigate the potential to improve crossings on the ORR for both pedestrians and cyclists close to Public Rights of Way.
 - Temple Lane Copmanthorpe Footpath: the completion of a feasibility study from 2006/07 into the provision of a section of footpath.

Cycling

Budget: £362k

Programme (including overprogramming):£432k

52. The LTP Cycling Strategy includes a number of policies and aims to encourage more people to cycle. It is proposed to use the capital programme funding to complete gaps in the existing network and enhance the existing provision of cycle routes. The following schemes have been developed to meet the objective of increasing the modal split of cyclists travelling in the city.
53. Heslington Lane Cycle Route - £50k. It is proposed to allocate funding for the completion of Phase 1 of this scheme (Broadway to the existing cycle path at the University), and feasibility work on Phase 2 of the scheme which extends the cycle route further into Heslington.
54. Links to Cycle Route through Hospital Grounds - £80k. It is proposed to allocate funding for the construction of routes up to the boundary of the Hospital grounds to link with the cycle route proposed within the site.
55. City Centre Cycle Parking – Secure Parking - £70k. It is proposed to allocate funding for the provision of secure cycle parking facilities, and improvements to the security of existing cycle parking in the city centre. The requirements for secure cycle parking will be the subject of a separate report to a future EMAP meeting.
56. Cycle Route Signing - £25k. It is proposed to allocate funding to improve the existing cycle network signing within York, to ensure the cycle routes are adequately signed following the construction of new sections of the network in the past few years and to identify new on-road routes where possible.
57. Archbishop Holgate's SRS – Hull Road Cycle Route - £112k (including £30k s106 funding). The first phase of this cycle route was constructed in 2005/06 (from Pinelands Way to Yarburgh Way) as part of the Archbishop Holgate's Safe Routes to School scheme. It is proposed to allocate funding from the cycling block to construct Phase 2 of this route from the toucan crossing at the Black Bull Public House to Tang Hall Lane, as the route provides benefits for all cyclists in the area.
58. Haxby to York – Nestle Northern Access - £20k. It is proposed to allocate funding for the provision of lighting on the section of the Haxby to York cycle route across the Nestle site entrance, which was deferred from 2006/07. The lighting will provide a safer crossing point to this busy entrance to the Nestle works and extend the street lighting closer to the level crossing.
59. Cycle Minor Schemes - £25k. This funding allows minor improvements to cycling facilities to be implemented throughout the year following requests from the public and assessment against the LTP objectives.
60. In Preparation Schemes - £50k. It is proposed to allocate funding for the feasibility work on the following schemes:

- Clifton Bridge (Water End to Clifton Green): Development of scheme to extend the existing off-road facilities on Water End through to Clifton Bridge, and to improve the facilities for cyclists on Clifton Bridge. An integrated solution with the proposed Clifton Bridge parapet strengthening scheme, included in the structural maintenance block, will be developed if possible.
- St Oswald's Road to Landing Lane: Completion of feasibility study from 2006/07.
- Green Lane Acomb: Study into possible improvements for cyclists and pedestrians at the Green Lane roundabout.
- Outer Ring Road – Haxby to Clifton Moor: preparation of outline design for cycle route following the completion of the North York Cycle Route study in 2006/07.
- A166 Crossing (National Cycle Network Route 66): Completion of ongoing feasibility study into the provision of a crossing point on the A166.

Development-Linked Schemes

Budget: £176k

Programme (including overprogramming): £176k

61. To ensure that the full benefit of the infrastructure provided by developments in the city is realised, it is proposed to include funding for the provision of linkages to the wider network. In addition, schemes included in s106 agreements are identified to ensure that the projects are delivered within the timescales required.
62. Barbican to St George's Field Route - £123k. Improvements to the walking route between the Barbican Centre and St George's Field car park will be implemented once the section 106 funding from the Barbican re-development has been received.
63. Link between Hungate and Morrisons development - £5k. It is proposed to carry out a review of the proposed cycling and walking routes planned for the Foss Basin area, in preparation for the completion of developments in this section of the city.
64. Monks Cross New Development Links - £5k. There have been significant changes to the level of development anticipated in the Monks Cross area since the Masterplan was approved in 2002. It is proposed to carry out a review of the area to ensure that the proposals included in the Masterplan are still applicable, and to identify the most appropriate transport schemes to be progressed during the LTP2 period.
65. Section 106 Schemes - £42.5k. These schemes form part of the requirements of section 106 arrangements which were agreed during the planning process for developments across the city. The funding is provided by the developer for the council to carry out specific off-site transport improvements or studies. It is proposed to include the details of the works in the City Strategy Capital Programme in order that the schemes can be monitored through the normal

capital programme process. Pending further investigation, it is planned to progress the following s106 schemes in 2007/08:

- Realignment of mini-roundabout at Earswick Village/Strensall Rd junction.
- Bus stop improvements on Audax Road Clifton.
- Cycle track to the south of Woodlands Chase, Water Lane, Clifton.
- Kerbing and street lighting on Water Lane.
- Study to develop the local pedestrian and cycle network in the Monks Cross area.
- Study of traffic measures for North Lane Huntington.
- Bus stop improvements (Blossom Street).

Safety Schemes

Budget: £400k

Programme (including overprogramming): £454k

66. Funding for the safety schemes is provided from the LTP and a new Road Safety Grant, which is detailed in the 'Delivery of the Road Safety Grant' report to this EMAP. The road safety target for the city is very challenging due to the low number of casualties and the good progress made in previous years. It is therefore essential to prepare the capital programme on the basis of a detailed review of the location of casualties and to develop schemes which will reduce casualty numbers. The capital programme is focussed on the delivery of engineering solutions for casualty reduction, however there are other important areas such as education and enforcement which are provided through the revenue budget and identified in the 'Delivery of the Road Safety Grant' report to this EMAP. The following schemes are predominately safety based but also include improvements to general accessibility.
67. A166/Murton Lane Junction - £150k. The design work and utilities diversions for this scheme were carried out in 2006/07, and it is proposed to allocate funding for the construction of a right turn lane and cycle crossing facilities in early 2007/08. It is planned to undertake the scheme during the period when the bridge in Stamford Bridge is closed and less traffic is likely to use the A166 in the area of the scheme.
68. Holtby/A166 Junction - £40k. It is proposed to allocate funding for the permanent closure of Panman Lane, following the temporary closure carried out in 2006/07. The scheme includes better access provision to the bus stops on the A166. If the consultation being undertaken to appraise the trial closure results in confirmation that a permanent solution should be implemented, the works will be constructed early in 2007/08.
69. Rufforth Speed Management Scheme - £40k. The existing temporary chicanes on the B1224 Wetherby Road Rufforth were installed in March 2006 for a six-month trial period, and an allocation was made in the 2006/07 programme for monitoring their impact. Following the monitoring period and consultation with residents, a report will be taken to the June EMAP meeting detailing the results of the consultation and identifying a preferred permanent solution. It is proposed to allocate funding for the implementation of a scheme in 2007/08 pending approval by the Executive Member.

70. Vehicle Activated Signs - £16k. It is proposed to allocate funding for completing the installation of 16 Vehicle Activated Signs, which were purchased in 2006/07. The locations of the signs were agreed in the 'Six Monthly Review of Speeding Issues' report at EMAP 11 December. Network Rail have also agreed to fund the installation of a Vehicle Activated Sign on the approach to the Bootham Level crossing, Wigginton Road, due to concerns about drivers blocking the level crossing when traffic is busy. The funding and scheme costs will be added to the programme when confirmed.
71. Acomb Triangle - £25k. A study into safety issues in the area bounded by York Road, Green Lane, and Gale Lane in Acomb was carried out in 2006/07, due to the high density of injury accidents in the area. It is proposed to allocate funding to implement various minor measures identified in the study.
72. Copmanthorpe Various Minor Measures - £23k. Feasibility work was carried out during 2006/07 on possible danger reduction measures at the Manor Heath/Hallcroft Lane and Temple Lane/Drome Road junctions. It is proposed to allocate funding to implement minor safety improvements in 2007/08.
73. A1079 Grimston Bar to Kexby Speed Management - £10k. Following the completion of a speed management study on this section of the A1079 in 2006/07, it is proposed to allocate funding to carry out the minor safety improvements identified in the study.
74. Hodgson Lane/A59 Junction (Poppleton) - £5k. It is proposed to allocate funding for the implementation of danger reduction measures at this junction, following feasibility and design work carried out in 2006/07.
75. Alness Drive/Acomb Wood Drive/Bellhouse Way - £5k. It is proposed to allocate funding for implementation of the safety improvements at this location following the completion of feasibility and design work undertaken in 2006/07.
76. Local Safety Schemes - £80k. To ensure that funding is spent on the most appropriate safety schemes, a review of all casualties across the city is being undertaken to identify the location of cluster sites where works could be carried out. This allocation will allow the feasibility, design, and implementation of Local Safety Schemes at the highest priority sites across the city. The initial review of the cluster sites suggests that works will be required at approximately 11 locations including Moor Lane/Tadcaster Road roundabout, Clifton Moorgate/Water Lane, Peckett St/Tower St/Clifford St, Haxby Road/Link Road. Details will be provided in the consolidated report to the City Strategy EMAP in July.
77. In Preparation Schemes - £60k. It is proposed to allocate funding to the following schemes, in order to allow feasibility, initial design, and minor works to be carried out in 2007/08:
 - Access to Footstreets: to complete the study of the junctions at the boundary access points to the Footstreets area.
 - Monkgate Roundabout: to begin preparation work on the scheme to address capacity and safety issues at the roundabout, which is part of the Foss Basin Masterplan.

- Reactive Safety/Danger Reduction/ Speed Management Schemes: this funding will be available to address any safety issues raised by the public throughout the year, including issues raised at the six-monthly speed management review.
- Review of Village Traffic Study Schemes: This funding will allow schemes raised through the village traffic study programme to be reviewed and assessed against the objectives of the LTP. Schemes will be included in future years programmes if they have demonstrable good value for money safety or accessibility benefits.

School Schemes

Budget: £226k

Programme (including overprogramming): £226k

78. The School Schemes allocation includes School Safety Zones, Safe Routes to School and School Cycle Parking elements. Safety Zones are present at all appropriate schools across the city and therefore the focus is now on improvements to these sites and the provision of safer routes across a wider area. Cycle parking at schools is most successful if installed as part of a school travel plan and therefore schools which promote sustainable travel are prioritised more highly.
79. The City of York's 'Safer Routes To School' (SRTS) initiative aims to promote safer, more environmentally sustainable and healthier ways of getting to and from school, with particular emphasis on walking and cycling. A 'SRTS' scheme should improve conditions (both in safety and the environment) on the main walking and cycling routes to school. The schools included within the programme have been selected on the following basis:
 - The level of support for an active School Travel Plan.
 - The number and frequency of pedestrian crossing movements in the area.
 - Speed and volume of vehicles on the routes to school.
80. Bishopthorpe Infants & Juniors – £5k. It is proposed to allocate funding for minor improvement works on Appleton Road as part of the Safe Routes initiative for Bishopthorpe Infant and Archbishop of York Junior schools.
81. Carr Infants & Juniors - £7k. It is proposed to allocate funding for improvements to the footways adjacent to the school.
82. Clifton Green - £14k. Following feasibility work carried out in 2006/07, it is proposed to allocate funding for improvements to the footways around the perimeter of the school.
83. Hob Moor - £56k. The feasibility, consultation, and detailed design for a speed table at the school entrance on Kingsway West were carried out in 2006/07. It is proposed to allocate funding for the construction of the speed table early in 2007/08.
84. Joseph Rowntree - £14k. Following the decision to construct new school buildings (on the same site) for the Joseph Rowntree school, it is proposed to

allocate funding in the Safe Routes block for links to the new development and cycle routes in the vicinity of the school.

85. Lowfield/Oaklands - £14k. It is proposed to allocate funding for further safe routes work relating to the merger of the two schools and the development of the new 'York High' school.
86. Park Grove - £7k. It is proposed to allocate funding for the implementation of safety improvements around the school, following preliminary feasibility work carried out in 2006/07.
87. Scarcroft - £7k. It is proposed to allocate funding for safe routes improvements, which have been delayed from previous years due to building work being carried out at the school.
88. Yearsley Grove - £7k. The school is currently running a 'Park & Stride' initiative, and it is proposed to allocate funding to carry out improvements to the 'Park & Stride' route, and feasibility work into possible links to a proposed new development near the Birch Park Industrial Estate.
89. Safety Audit Costs - £14k. It is proposed to allocate funding for the completion of Stage 3 Safety Audits and any required remedial works from schemes completed in 2006/07.
90. School Cycle Parking - £53k. As in previous years, a programme for the installation of cycle parking at schools has been drawn up. This includes the installation of further cycle parking at Canon Lee School, as the current cycle parking provision is inadequate for the number of pupils who cycle to the school. The other schools in the cycle parking block are Headlands Primary, Heworth Primary, St Lawrence's Primary, Park Grove Primary, Ralph Butterfield Primary, and Haxby Road Primary.
91. Dringhouses - £10k. It is proposed to allocate funding to undertake minor improvements to the walking and cycling routes in the vicinity of the school, including possible improvements at the Cherry Lane/Tadcaster Road junction and off-road cycle provision on St Helen's Road.
92. St Oswald's SSZ - £5k. The School Safety Zone works for St Oswald's school were scheduled to be implemented in 2006/07, however it is likely that completion of the work will carry over into 2007/08. It is proposed to allocate funding for the completion costs of the scheme.
93. In Preparation Schemes - £13k. It is proposed to allocate funding for feasibility work on safe routes issues at Clifton Without Primary, St George's Primary and Fishergate Primary schools.

Costs from Previous Years Schemes

Budget: £100k

Programme (including overprogramming): £100k

94. This budget covers minor completion works and retention monies associated with LTP schemes undertaken in previous years.

Structural Maintenance

95. The structural maintenance allocation includes funding from the LTP, CYC resources, developer contributions and the de-trunked roads settlement. The details of the schemes proposed to be included in the programme are identified in the Annual Highways Maintenance report to this EMAP meeting and summarised below. It is expected that the majority of the structural maintenance schemes in the 2006/07 capital programme will be completed within the financial year. Any carryover schemes or funds will be confirmed in the consolidated report in July.

Carriageway Maintenance

Budget: £1,502k

96. A budget of £1,502k is provided for carriageway maintenance schemes including Principal Roads, Local Roads and Minor Urban Surfacing. See Annual Highways Maintenance for details.

Footway Maintenance

Budget: £851k

97. A budget of £851k is provided for footway maintenance schemes across the city. See Annual Highways Maintenance for details.

Highway Drainage Maintenance

Budget: £90k

98. A budget of £90k has been set aside in the 2007/08 programme to specifically tackle the highway standing water problems that result in the most customer dissatisfaction. See Annual Highways Maintenance for details.

Lighting

Budget: £80k

99. It is proposed to allocate £80k to street lighting to be used for the capital replacement of lighting units that are structurally unsound. See Annual Highways Maintenance for details.

Bridges

Budget: £350k

100. This allocation will be used to carry out parapet replacement and other works to Clifton Bridge and to fund a contribution to Network Rail for a feasibility study to potentially strengthen St Helen's Road Bridge. Any required works at St Helens Road Bridge will probably not take place until 2009/10, and the nature of this scheme depends on the findings of the feasibility study. The council, rather than Network Rail, will need to make financial provision for this in due course, as the bridge is believed to be of sufficient strength to meet Network Rail's load bearing obligations.

City Walls Maintenance

Budget: £172k

101. Robin Hood Tower and City Walls Maintenance - £152k. The main scheme to be undertaken using the City Walls maintenance allocations is the re-roofing of Robin Hood Tower with an estimated total cost of £200k. It is proposed to fund the scheme using the unspent allocation carried forward from 2006/07 and the 2007/08 city walls maintenance budget. Dependent on the actual cost of the tower scheme it may be possible to undertake additional city walls maintenance schemes during the year. The scheme is currently out to tender and is programmed to start early in 2007/08.
102. City Walls Railings - £20k. The other main scheme within the city walls programme is the provision of safety railings along the lengths of walls where pedestrians are at the most risk of serious injury in the event of a fall. Railings are due to be erected along the section of wall behind the railway offices from Micklegate Bar to Toft Tower. Installation will commence in March and be completed in April making use of the funds allocated in 2006/07 and 2007/08.

Conclusion

103. The proposed City Strategy Capital Programme has been prepared to meet the objectives of the Second Local Transport Plan and build on the work undertaken during the previous five years. All schemes have been assessed against the priorities and objectives of the LTP and will assist in achieving the targets set in the plan.
104. The allocations indicated above and detailed in Annex 1 include a LTP integrated transport overprogramming element of approximately £270k, which is £1,320k lower than the level at the start of 2006/07. The total value of schemes which it is proposed to undertake in the year is £9,046k. The reduced level of overprogramming is assessed to be appropriate to ensure full spend of the allocation, bearing in mind the anticipated reduction in funding in future years, the relative certainty of delivery of large elements of the programme, and the introduction of separate allocations for preparatory work. The overprogramming will be reviewed and amended through the year as the progress on each scheme is monitored.

Consultation

105. Citywide consultation was undertaken on the LTP strategy which this programme is delivering. Detailed consultation is undertaken on each scheme where appropriate during the design period and before construction.

Options

106. Members have the option to adjust the programme to include or remove schemes, however there is a risk that future funding will be reduced if the schemes to be implemented do not support the LTP objectives and targets.

Analysis

107. The programme has been prepared to meet the objectives of the LTP on a broad front and to make best use of preparatory works undertaken on schemes in previous years. The programme has been particularly focussed on the cycling and safety areas to ensure that progress in these areas is maintained.

Corporate Priorities

108. The City Strategy Capital Programme is the key driver for the delivery of the Council's Sustainable City priorities. The integrated transport programme helps to 'Increase the use of public and other environmentally friendly modes of transport' with over £750k proposed to be spent on Park & Ride and public transport schemes in 2007/08 and a further £1.1m on walking, cycling and school travel schemes. The structural maintenance schemes contribute significantly to 'improving the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces'.
109. In addition the programme supports the Healthy City priority to 'improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest'. The provision of safer walking and cycling routes for access to work, school, leisure and other activities encourages a healthier lifestyle.

Implications

110. The Financial Implications of the report are identified in a separate section below.
- **Financial** – See below
 - **Human Resources (HR)** – The reducing capital programme funding over the next few years and delivery of a number of schemes in 2007/08 which were designed in previous years will reduce the workload for the Engineering Consultancy leading to Human Resource implications. The programme has been re-profiled to minimise these issues and provide as stable a workload as possible.
 - **Equalities** – There are no equalities implications
 - **Legal** – There are no legal implications
 - **Crime and Disorder** – There are no crime and disorder implications
 - **Information Technology (IT)** – There are no IT implications
 - **Property** – There are no property implications
 - **Other** – There are no other implications

Financial Implications

111. The LTP allocation for 2007/08 was confirmed by the Government Office for Yorkshire and the Humber on 18 December 2006. The City Strategy Capital Programme budget was agreed by the Budget Council as part of the overall CYC Capital Programme on 21 February 2007. All funding for the budget of £8,777k has therefore been agreed and confirmed.

112. The programme is funded as follows:

City Strategy Funding	£000s
LTP Settlement	5,560
De-Trunked Roads Capital Grant	750
Road Safety Grant	45
Developer Contributions	500
CYC Resources	1,422
CYC Prudential Borrowing	500
Total	8,777

Risk Management

113. The Capital Programme has been prepared to assist in the delivery of the objectives of the Local Transport Plan. The Department for Transport will assess the progress of the LTP against the targets set in the plan. If the schemes included within the programme do not have the anticipated effect on the targets it is possible that the council will receive a lower score, and consequentially there is a risk that future funding will be reduced.

Recommendations

114. The Executive Member for City Strategy is recommended to:

- a) Accept the increased cost of the Moor Lane roundabout scheme identified in paragraph 12.

Reason: To enable the delivery of the scheme and achieve the benefits to road safety and accessibility in the area.

- b) Approve the proposed 2007/08 City Strategy Capital Programme as set out in this report.

Reason: To implement the council's transport strategy as set out in York's second Local Transport Plan.

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Report Approved **Date** 13/3/07

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Specialist Implications Officer(s) N/A.

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

All

For further information please contact the author of the report

Background Papers:

City Strategy Capital Programme 2006/07 – Second Monitor Report – 11 December 2006

Annexes

Annex 1: Proposed 2007/08 City Strategy Capital Programme

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
Outer Ring Road & James St Link Road						
OR01/06	Moor Lane Roundabout	Implementation	3,000	3,000	0	Amount to be confirmed following receipt of tenders.
OR01/05	Hopgrove Roundabout	Implementation	0	0	0	Dependent on Highways Agency programme (anticipated to be funded from monies carried forward from 2006/07).
OR01/04	Strensall Roundabout Left Turn Lane	Implementation	250	250	0	Provision of Left Turn Lane from Strensall Road North to ease congestion at peak times affecting bus route.
JS01/04	James St Link Road	Implementation	50	50	0	Retention costs and resolution of claims.
JS01/07	James St. Link Road Phase 2	In preparation	20	20	0	Investigation to establish cost of providing short section of highway to link through to Heworth Green.
Outer Ring Road & James St Link Road Programme Total			3,320	3,320	0	
Overprogramming			0	0	0	
Budget			3,320	3,320	0	
Multi-Modal Schemes						
PT04/06	Fulford Road Multi-Modal Scheme	In preparation	25	25	0	Investigation to provide bus priority measures and pedestrian and cycling facilities along Fulford Road.
PT07/06	Blossom St Multi-Modal Scheme	In preparation	25	21	4	Scheme to provide enhanced pedestrian crossing facilities and cycle lanes (£4k from Prudential House s106).
Multi-Modal Schemes Total			50	46	4	
Overprogramming			0	0	0	
Budget			50	46	4	
Air Quality, Congestion & Traffic Management						
TM01/07	TCMS - Commence migration of UTMC equipment from GPRS to Wi-Fi	Implementation	5	5	0	Development of the TCMS communications infrastructure using University Wi-Fi grid.
TM02/07	TCMS - Provide Car Park Counting at Monks Cross Park & Ride	Implementation	5	5	0	Extension of car park guidance to four out of five Park & Ride sites.
TM03/07	TCMS - Public Access to TCMS and BLISS	Implementation	20	20	0	Completion of ongoing project - mobile & internet access to database.
TM04/07	TCMS - Enhance Dynamic web pages	Implementation	10	10	0	Delivery of a wider range of live travel data to public. Including Trafficmaster cameras data, and ORR counter information.
TM05/07	Air Quality Action Plan	Implementation	20	20	0	Purchase of Air Quality monitoring diffusion tubes.
TM01/06	Lorry Signage	Implementation	1	1	0	Provision of Lorry Park directional signs.
TM06/07	Tadcaster Road Widening at Sim Balk Lane Junction	Implementation	10	10	0	Widening of Tadcaster Road to allow two lane approach to junction to improve traffic management particularly on race days
TM07/07	Regional Scheme Development and Strategy Modelling	In preparation	50	0	50	Upgrading of base traffic model to allow assessment of development sites and transport strategies.
TM08/07	Coach Study	In preparation	7	7	0	Preparation of outline design for new coach strategy.
-	TCMS - Install 2 additional Outer Ring Road counter sites	Reserve Scheme	0	0	0	Reserve Scheme - Provision of additional counters for congestion reporting and monitoring.
-	TCMS - Start installation of Web quality CCTV on the Outer Ring Road	Reserve Scheme	0	0	0	Reserve Scheme - Delivery of a wider range of live travel data to public via website.
-	TCMS - Publish City Centre traffic CCTV images on the web	Reserve Scheme	0	0	0	Reserve Scheme - Delivery of a wider range of live travel data to public via website.
Air Quality, Congestion & Traffic Management Total			128	78	50	
Overprogramming			0	0	0	
Budget			128	78	50	
Park & Ride						
PR01/07	Designer Outlet P&R Office	Implementation	60	0	60	Provision of kiosk to allow Designer Outlet site to be staffed.
PR02/07	P&R City Centre Bus Stop Upgrades	Implementation	45	45	0	Improvements to facilities for new contract.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
PR03/07	P&R Site Upgrades for re-launch of service	Implementation	50	50	0	Upgrading of sites for re-launch of service.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
PR02/05	Askham Bar P&R Extension	In preparation	5	5	0	Allocation to enable options to be developed for the expansion of the existing site or possible relocation.
-	Shipton Road Rising Bollard	Reserve Scheme	0	0	0	Reserve Scheme - Provision of rising bollard to prevent rat-running through Rawcliffe Bar Park & Ride site.
	Park & Ride Total		160	100	60	
	Overprogramming		0	0	0	
	Budget		160	100	60	
	Public Transport Improvements					
PT01/07	BLISS - Extend BLISS to remainder of First services	Implementation	60	60	0	Extension of BLISS bus tracking to additional routes to complete all First services.
PT02/07	BLISS - Extend BLISS to EYMS Services 746 and 747	Implementation	20	20	0	Extension of BLISS bus tracking to other operators.
PT03/07	BLISS - SMS Text Messaging System - Bus Stop Flags upgrade	Implementation	40	40	0	Bus stop identification to allow launch of SMS 'bustext' system.
PT01/04	Stonebow Bus Stops	Implementation	15	15	0	Accessibility issues to address at bus stops.
PT04/07	Bus Timetable Installation	Implementation	20	20	0	Provision of improved timetable cases and information in city centre and on services 10-13.
PT05/07	BLISS - Procure Smart Column for City Centre interchange point	Implementation	20	20	0	Continuation of roll-out of real-time and travel planning information at city centre interchange locations.
PT06/07	BLISS - Transponders for LBIA Coach	Implementation	14	14	0	Provision of BLISS equipment for Leeds-Bradford Airport service to allow real time information to be provided at stops.
PT07/07	Leeds-Bradford Airport Coach	Implementation	20	20	0	Infrastructure works at station and provision of A59 traffic signal priority.
PT08/07	Kassel Kerbs to Route 1	Implementation	40	40	0	Provision of Kassel Kerbs at ten stops on route of Service 1.
PT09/07	Bus Stop and Shelter Programme	Implementation	45	45	0	Provision of new shelters.
PT10/07	BLISS - Roll out LCD Smart Panels for bus stops	Implementation	70	70	0	Provision of high quality display technology on Park & Ride routes.
PT11/07	A59/Beckfield Lane Junction Improvements	Implementation	150	0	150	Preparatory work to establish most appropriate improvement to Beckfield Lane/A59 junction to allow bus priority and safe crossing facilities. Proposed to fund from Manor School and Donnelly's development section 106 contributions.
PT05/06	Orbital Bus Routes - Service 6 Extension	In preparation	20	20	0	Development of outline scheme for extension of No.6 route through to Rawcliffe.
PT03/06	A59 Bus Priority Study	In preparation	10	5	5	Completion of study to provide bus priorities and improve air quality along the A59 corridor (£5k from Prudential House s106).
-	Integrated Ticketing	In preparation	5	5	0	Research and trial of off-bus ticketing equipment.
-	Tram-Train Study	In preparation	25	25	0	Contribution to Metro study.
-	City Centre Interchange for Tram-Train Study	In preparation	15	15	0	Contribution to Metro study.
	Public Transport Improvements Total		589	434	155	
	Overprogramming		70	70	0	
	Budget		519	364	155	
	Walking					
PE01/07	Dropped Kerbs	Implementation	30	30	0	Provision of dropped kerbs at locations requested by residents.
PE02/04a	Lendal Bridge Route	Implementation	130	130	0	Improvements to narrow corner footway adjacent to Station Ave/Lendal Bridge junction.
PE02/07	Melrosegate/Fourth Ave Pelican Crossing	Implementation	20	20	0	Provision of pelican crossing (additional £10k contribution available from Heworth Ward Committee).
PE09/06	Fordlands Road Pedestrian Crossing	Implementation	20	20	0	Completion of scheme commenced in 2006/07.
PE03/07	Shipton Road Footpath Extension	Implementation	25	25	0	Revised scheme to extend footpath from bus lay-by to crossing on Shipton Road.
PE04/07	Minor Pedestrian Schemes Budget	Implementation	25	25	0	Provision of minor improvements to the network throughout year.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
PE04/06	Green Lane Rawcliffe Footway	Implementation	16	16	0	Levelling of section of footway with severe crossfall - deferred from 2006/07.
PE05/05	Melrosegate/Tang Hall Lane Pedestrian Refuges	Implementation	17	17	0	Improvements to existing islands - deferred from 2006/07.
PE05/07	Pedestrian Audits Work	Implementation	50	50	0	Work from previous years audits of strategic routes - Haxby Road, Huntington Road, Shipton Road.
PE02/02c	Coppergate Pelican improvements	Implementation	10	10	0	Upgrading of crossing to latest standards - scheme deferred from 2006/07.
PE06/06	Footstreets Review & Potential Expansion	In preparation	10	10	0	Detailed investigation of expansion of Footstreets area into Fossgate & Goodramgate.
PE05/06	Haxby Village Pedestrian Audit	In preparation	5	5	0	Undertake audit of provisions for pedestrians in Haxby.
PE06/07	ORR Crossing Issues	In preparation	5	5	0	Investigate provision of improved crossings of Outer Ring Road at footpaths. Pedestrian & Cyclist benefits to be considered.
PE07/07	Temple Lane Copmanthorpe Footpath	In preparation	3	3	0	Completion of study commenced in 2006/07.
-	Walmgate Bar Improvements	Reserve Scheme	0	0	0	Reserve Scheme - Provision of crossing point at Bar. High cost due to material specification.
	Walking Total		366	366	0	
	Overprogramming		75	75	0	
	Budget		291	291	0	
	Cycling					
CY09/03a	Heslington Lane Cycle Route	Implementation	50	50	0	Completion of Phase 1 and feasibility for Phase 2.
CY01/07	Links to Cycle Route through hospital grounds	Implementation	80	80	0	Provision of connecting links to proposed cycle route through hospital grounds.
CY02/07	City Centre Cycle Parking - Secure Parking	Implementation	70	70	0	Provision of secure cycle parking and amendments to existing provision.
CY03/07	Cycle Route Signing	Implementation	25	25	0	Review of network signing.
CY04/07	Archbishop Holgate's SRS	Implementation	112	82	30	Provision of off road cycle route from toucan to Tang Hall Lane. Section 106 contribution from development in area.
CY06/02c	Haxby to York - Nestle Northern Access	Implementation	20	20	0	Provision of lighting to cycle route across Nestle entrance -deferred from 2006/07.
CY05/07	Cycle Minor Schemes	Implementation	25	25	0	Allocation to undertake minor reactive works to improve cycle network through year.
CY10/04	Clifton Bridge (Water End to Clifton Green)	In preparation	20	20	0	Completion of feasibility study.
CY07/04	St Oswald's Rd to Landing Lane	In preparation	5	5	0	Completion of feasibility study.
CY04/05	Green Lane Acomb	In preparation	10	10	0	Study to establish possible improvements to cycle route/pedestrian routes around Green Lane roundabout.
CY06/07	Outer Ring Road - Haxby to Clifton Moor	In preparation	10	10	0	Preparation of outline design following North York Cycle Route study.
CY04/04	A166 Crossing (NCN Route 66)	In preparation	5	5	0	Completion of feasibility study.
	Cycling Total		432	402	30	
	Overprogramming		70	70	0	
	Budget		362	332	30	
	Development Linked Schemes					
PE06/04	Barbican to St Georges Field route	Implementation	123	0	123	Commence implementation once s106 funding received from Barbican.
DL01/07	Realignment of mini-roundabout at Earswick Village/Strensall Rd junction	Implementation	2	0	2	Funding of roundabout works using s106 contributions from adjacent development.
DL02/07	Bus stop improvements on Audax Road Clifton	Implementation	4	0	4	Funding of works from section 106 contributions.
DL03/07	Cycle track to the south of Woodlands Chase, Water Lane, Clifton	Implementation	7.5	0	7.5	Funding of works from section 106 contributions.
DL04/07	Kerbing and street lighting, Water Lane	Implementation	4	0	4	Funding of works from section 106 contributions.
DL05/07	Study to develop the local pedestrian and cycle network in the Monks Cross area	Implementation	8	0	8	Funding of works from section 106 contributions.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
DL06/07	Study of traffic measures for North Lane Huntington	Implementation	7	0	7	Funding of works from section 106 contributions.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
DL07/07	Bus stop improvements (Blossom Street)	Implementation	10	0	10	Funding of works from section 106 contributions.
DL08/07	Link between Hungate and Morrisons development	In preparation	5	0	5	Review proposed cycle/walking routes for Foss Basin area.
DL09/07	Monks Cross - New Development Links	In preparation	5	0	5	Review of Monks Cross area development & comparison to original masterplan.
	Development Linked Schemes Total		176	0	176	
	Overprogramming		0	0	0	
	Budget		176	0	176	
	Safety Schemes					
LS20/04	A166/Murton Lane Junction	Implementation	150	150	0	Provision of right turn lane and cycle crossing facilities. Completion of 2006/07 scheme.
VS10/04	Holtby/A166 junction	Implementation	40	40	0	Provision of permanent closure of Panman Lane. Completion of 2006/07 scheme.
VS19/04	Rufforth Speed Management Scheme	Implementation	40	40	0	Completion of speed management scheme.
SM03/06	Vehicle Activated Signs	Implementation	16	16	0	Installation of Vehicle Activated Signs purchased in 2006/07.
LS06/05	Acomb Triangle LSS	Implementation	25	25	0	Implementation of minor measures arising from study undertaken in 2006/07.
DR03/06	Copmanthorpe - Various Minor Measures	Implementation	23	23	0	Implementation of minor measures arising from study undertaken in 2006/07.
SM01/05	A1079 Grimston Bar to Kexby - Speed Management	Implementation	10	10	0	Implementation of minor measures arising from study undertaken in 2006/07.
DR04/06	Hodgson Lane/A59 Junction (Poppleton)	Implementation	5	5	0	Implementation of scheme developed in 2006/07.
DR05/06	Alness Drive, Acomb Wood Drive, Bellhouse Way	Implementation	5	5	0	Implementation of scheme developed in 2006/07.
New	Local Safety Schemes	Implementation	80	80	0	Schemes TBC
PE01/06	Access to Footstreets	In preparation	5	5	0	Completion of study commenced in 2006/07.
DR06/05	Monkgate Roundabout	In preparation	5	5	0	Preparation of scheme as part of Foss Basin Master Plan to address capacity and safety issues.
DR01/07	Reactive Safety/Danger Reduction/Speed Management Schemes	In preparation	40	40	0	Investigation of locations identified by the public and implementation of minor schemes where appropriate.
VS01/07	Review of Village Traffic Study Schemes	In preparation	10	10	0	Review of outstanding schemes and assessment against LTP objectives.
	Safety Schemes Total		454	454	0	
	Overprogramming		54	54	0	
	Budget		400	400	0	
	Safe Routes to School					
SR17/05	Bishophorpe Infants & Juniors SRS	Implementation	5	5	0	Double yellow lines Appleton Road, & hard surfacing.
SR01/07	Carr Infants & Juniors SRS	Implementation	7	7	0	Improvements to footways adjacent to school.
SR02/07	Clifton Green SRS	Implementation	14	14	0	Improvements to footways around perimeter of school.
SR25/04	Hob Moor SRS	Implementation	56	56	0	Table at Kingsway West school entrance.
SR03/07	Joseph Rowntree SRS	Implementation	14	14	0	Link to new development & cycle routes.
SR04/07	Lowfield/Oaklands SRS	Implementation	14	14	0	New development and work with LCCS.
SR05/07	Park Grove SRS	Implementation	7	7	0	Improvements around school.
SR06/07	Scarcroft SRS	Implementation	7	7	0	Link with development of school.
SR07/07	Yearsley Grove SRS	Implementation	7	7	0	Support for Park & Stride from pub, removal of steps. Also new dev opportunity.
SR08/07	Safety Audit Costs	Implementation	14	14	0	Completion of Safety Audits and remedial works for schemes completed in 2006/07.
SR09/07	Headlands Primary Cycle Parking	Implementation	6	6	0	20 cycle parking spaces.
SR10/07	Heworth Primary Cycle Parking	Implementation	5	5	0	20 cycle parking spaces.
SR11/07	St Lawrence's Primary Cycle Parking	Implementation	5	5	0	30 cycle parking spaces.
SR12/07	Park Grove Primary Cycle Parking	Implementation	5	5	0	30 cycle parking spaces.
SR13/07	Ralph Butterfield Primary Cycle Parking	Implementation	6	6	0	20-30 cycle parking spaces.
SR14/07	Haxby Road Primary Cycle Parking	Implementation	6	6	0	20-30 cycle parking spaces.
SR15/07	Canon Lee Secondary Cycle Parking	Implementation	20	20	0	Up to 300 cycle parking spaces.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
SR20/05	Dringhouses SRS	Implementation	10	10	0	Improvements to facilities in area.

Scheme Ref	Schemes	Implementation/ In Preparation/ Reserve	Proposed 07/08 Programme (Total)	Proposed 07/08 Programme (LTP)	Proposed 07/08 Programme (s106)	Comments
			£1000s	£1000s	£1000s	
SR26/04b	St Oswald's SSZ	Implementation	5	5	0	Completion of 2006/07 scheme.
SR19/05	Clifton Without SRS	In preparation	5	5	0	Safer Routes study, junction Rawcliffe Lane/Eastholme Dr - feasibility only.
SR16/07	St George's SRS	In preparation	3	3	0	Feasibility study.
SR17/07	Fishergate SRS	In preparation	5	5	0	Feasibility study.
	Safe Routes to School Total		226	226	0	
	Overprogramming		0	0	0	
	Budget		226	226	0	
	Costs of Previous Years Schemes					
n/a	Costs of Previous Years Schemes		100	100	0	Allowance for retention and minor completion works for schemes undertaken in previous years.
	Costs of Previous Years Schemes Total		100	100	0	
	Total Integrated Transport Programme		6,001	5,526	475	
	Total Integrated Transport Overprogramming		269	269	0	
	Total Integrated Transport Budget		5,732	5,257	475	
	Highways Structural Maintenance					
New	Structural Maintenance -- Carriageways		1,502	0	0	See Annual Maintenance Report
New	Structural Maintenance -- Footways		851	0	0	See Annual Maintenance Report
New	Structural Maintenance -- Drainage		90	0	0	See Annual Maintenance Report
New	Structural Maintenance -- Lighting		80	0	0	See Annual Maintenance Report
New	CYC Structural Maintenance - Bridges		350	0	0	See Annual Maintenance Report
	Total Highways Structural Maintenance Budget		2,873	1,098	25	
	City Walls					
CW01/07	City Walls Repair		67	0	0	To be used to part fund Robin Hood Tower scheme.
CW02/07	Robin Hood Tower Roof		85	0	0	Re-roofing of tower.
CW03/07	City Walls Railings		20	0	0	Completion of railings between Micklegate Bar and Toft Tower.
	Total City Walls Budget		172	0	0	
	Total Budget		8,777	6,355	500	



Meeting of Executive Members for City Strategy and Advisory Panel

26 March 2007

Report of the Director of City Strategy

ROAD SAFETY GRANT DELIVERY 2007/08

Summary

1. From 2007/08 national safety camera funding has been integrated into the Second Local Transport Plan (LTP2) funding system.
2. This report sets out a proposal for spending the additional road safety funding in the 2007/08 financial year.
3. Members are asked to approve the content of the proposal for delivery to commence on 1 April 2007.

Background

4. Casualty reduction is the principal objective of the Road Safety Strategy included in the Second Local Transport Plan. The Best Value Performance Indicator (BVPI) target is to achieve a 45% reduction in killed and serious injury casualties by 2010, compared to the 1994 – 98 average.
5. The table below shows progress against the Council's killed and serious injury casualty reduction target. The 2005 killed and serious injury figure was on target.

Year	Target	Actual
2001	126	119
2002	121	120
2003	115	100
2004	108	114
2005	102	101
2006	95	Data not yet complete

6. The Department for Transport (DfT) is providing a grant of £110 million per annum for road safety over the period 2007/08 – 2010/11. The amount of funding allocated to local highway authorities is dependent on their LTP2 submission.
7. There is a high expectation from the DfT that the grant will be invested in road safety and failure to do so is likely to jeopardise the funding source in subsequent years. The additional funding provides an excellent opportunity to make progress against the challenging casualty reduction target for 2010.
8. DfT guidance states that the road safety grant gives local authorities, the police and other agencies greater flexibility to pursue which ever locally agreed mix of road safety measures will make the greatest contribution to reducing road casualties in their area. There is a strong emphasis on partnership delivery, particularly with the emergency services.
9. The road safety element of the Council's LTP2 has been assessed as excellent. On the basis of this submission the Council has been allocated the following grant amount for future years:

£s	2007/08 <i>confirmed</i>	2008/09 <i>confirmed</i>	2009/10 <i>indicative</i>	2010/11 <i>indicative</i>
<i>Capital</i>	44868	43830	43166	42493
<i>Revenue</i>	201654	196990	194008	190981
<i>Total grant</i>	246522	240820	237174	233474

10. The allocation comprises a capital grant (19.2%) and a revenue grant (81.8%). The proposal detailed in this report relates to the revenue grant.
11. It is proposed that the capital grant is incorporated into the Capital Programme to fund road safety engineering schemes.
12. The allocations for 2007/08 and 2008/09 are confirmed. It should be noted that the allocations for 2009/10 and 2010/11 are indicative and will be reviewed following assessment of the road safety element of the LTP2 Delivery Report (scheduled to be submitted in mid-2008).
13. In 2005 almost fifty percent of killed and serious injury road casualties were car occupants. Furthermore, a large proportion of casualties involving other road users (pedestrians, cyclists and motorcyclists) were the result of driver error. Interventions designed to influence driver behaviour are therefore the main focus of the proposal as this is the most effective way of achieving a step-change in road safety. Projects are evidence based and draw on York's road casualty data and wider road safety research papers.

Proposal

14. The proposal for delivery of the 2007/08 road safety grant is outlined in Annex A. It is expected that these themes will continue to be the focus for road safety delivery until 2010/11. However, it will be important to take into

consideration any emerging casualty trends and developing research ideologies.

Work related driving

15. It has been estimated by the Occupational Road Safety Alliance (ORSA) that between 25 – 33 percent of road crashes involve somebody who was using the road for work purposes. The business community is therefore a key target for road safety delivery.
16. The *Your Driving Your Business* road safety campaign was launched in 2005 and raised awareness across the city of the risks faced by employees driving whilst at work. The road safety grant will be used to develop this area of work.
17. Road safety delivery and influencing travel behaviour are inextricably linked. Integration of these two work areas will enable the Council to have maximum impact by targeting businesses with a clear and consistent message.
18. A proportion of the grant will be used to fund business travel planning. This has the potential to achieve road safety improvements and reduce the number of car trips to work. The project will involve promotional activity, resource distribution (including bus timetables, cycle route maps etc), delivery of adult cycle training and working in partnership with other organisations promoting 'green' travel.
19. A toolbox resource will be developed to help businesses review their occupational road safety policies and procedures. DfT research has established that businesses would benefit from such a resource. The resource will focus on; the business case for taking action; advice on risk assessments; an overview of legislation; and case study examples.
20. A series of targeted road safety campaigns will focus on the city's largest employers. The campaigns will involve resource distribution, media coverage and support from North Yorkshire Police. Issues of particular relevance to business include mobile phone use, driver fatigue, speed and drink driving the morning after the night before.
21. This area of work will be delivered in partnership with York and North Yorkshire Chamber of Commerce. The partnership will enable key messages to be disseminated to a large number of York based employers through networking events, publications and media coverage.

Young drivers/passengers

Interactive DVD

22. Young people aged 17 – 21 are massively over-represented in the road casualty data for the city. Analysis of fatal collisions between January 2002

and September 2005 showed that approximately fifty percent of people killed on York's roads were 21 years of age or under.

23. A recent study from the University of Michigan found that interactive computer technology has the potential to make a real impact on young people. The production of an interactive DVD aimed at newly qualified drivers has the potential to influence attitude and behaviour.
24. The DVD will aim to make young people aware of the risks they face and offer practical advice on how to reduce these risks. It will be produced in a style that appeals to young people and it will not be obvious to users that it is a road safety product. The DVD will be circulated to newly qualified drivers across the city through educational establishments, businesses and driving instructors.

Pass Plus

25. Pass Plus is a Driving Standards Agency (DSA) training scheme for newly qualified drivers. The course is delivered by a professional driving instructor and there are six modules to cover:
 - Town driving
 - All weather driving
 - Driving out of town
 - Night driving
 - Driving on dual carriageways
 - Driving on motorways
26. Several local authorities across the country offer a discounted Pass Plus scheme. It is proposed that the Council will operate a similar scheme.
27. The project will involve working in partnership with local driving instructors and offering a fifty percent discount as an incentive for newly qualified drivers to complete the course. The cost of completing Pass Plus is approximately one hundred and fifty pounds. A total of £15K has been allocated to this project, which will fund two hundred discounted places.
28. The discounted Pass Plus places will be offered to newly qualified drivers considered to be at high-risk. Candidates will be drawn from two main groups:
 - Individuals, referred by North Yorkshire Police, who have been involved in a crash or have committed a driving offence
 - Students from York College who are assessed as high-risk on completion of an on-line driver assessment tool.
29. The course will be supported by an additional road safety input focusing on driver attitude and behaviour.
30. Evidence from elsewhere suggests that Pass Plus can contribute towards casualty savings. Kirklees Council who operate a similar scheme have

achieved a thirteen percent reduction in road casualties for the 16 –19 age bracket in the period 2003 – 2005.

Young driver ‘image’ campaign

31. A recent study by the DfT suggests that the behaviour of young drivers is influenced by the need to build and maintain a particular image and identity for themselves. This suggests that the pressure to conform to a certain image leads to risk-taking driving behaviour in young people.
32. The aim of the campaign would be to challenge this ‘image’ and therefore remove one of the biggest motivators for young people to drive recklessly.
33. The campaign would be delivered in partnership with a creative design agency and would look at innovative ways of communicating with newly qualified drivers i.e. direct mailings to every seventeen year old in the city.

Other young driver/passenger projects

34. A project with the Youth Offending Service will seek to reduce vehicle re-offending rates. This audience can be extremely challenging and various partners will be used to deliver hard-hitting interventions.
35. Powered-two-wheeler (under 50cc) crashes involving young males represent a significant problem in York. A series of safety workshops will be delivered to moped users, working in partnership with the North Yorkshire Fire & Rescue Service and the Momentum on Two Wheels Project. The sessions will focus on rider attitude, the importance of protective gear and basic bike maintenance.

Primary education

36. DfT research has shown that theatre based interventions have the potential to influence the attitude of children. Road safety theatre in education will be delivered in approximately twenty primary schools. A number of external providers can be used deliver productions that address some of the issues surrounding risk-taking behaviour.
37. Practical road safety training (cycle and pedestrian) will continue to be delivered in every school. This service will continue to be funded from an existing road safety training budget. The grant will be used to provide additional educational resources to support the training and school travel service.
38. Pedestrians make up the biggest proportion of child killed and serious injury casualties. A *Be Safe Be Seen* campaign will be offered to every primary school and will involve the distribution of a large volume of high-visibility gear for children to wear.

Secondary education

39. The *SMARTRISK* production will be toured in approximately eight secondary schools. This production involves a live presentation from a young injury survivor who talks candidly about how injury has changed their life. The presentation is supported by moving images and loud up to date music designed to appeal to teenagers.
40. Independent evaluation of the production by Leeds Metropolitan University concluded that: "*SMARTRISK* is now well established as an important component of a comprehensive approach to injury prevention with the 11 plus age group... it is undeniable that it represents good value for money in relation to the numbers reached and its capacity to get young people to engage with the issue of risk."
41. The road safety charity SCARD (Support & Care After Road Death & Injury) offer workshops delivered by bereaved parents who have lost children in road crashes. The workshops are extremely emotional and have a profound effect on the audience. SCARD has previously delivered workshops in two York secondary schools and the aim is to use the grant money to extend provision to as many secondary schools as possible.

Speed

42. Multi-agency speed awareness campaigns will target the main routes where the majority of casualties are clustered. The campaigns will incorporate deployment of the temporary speed indication device (sign that flashes up the words "slow down"), distribution of resources to users of the route and police enforcement.
43. *Community Speed Watch* materials will continue to be distributed in residential areas where speeding traffic has been identified as a problem. The resource pack includes a speed pledge for residents to sign up to and stickers displaying the message "It's our neighbourhood, watch your speed". The campaign has been well received in many areas across the city with positive feedback from residents.

Partnership work

44. There is a strong expectation from the DfT that the road safety grant will be used to develop partnership working. The Council will work in partnership with North Yorkshire Police to deliver additional targeted enforcement in support of the projects included in the proposal.
45. It is important to note that this targeted enforcement will be delivered in addition to the current level of enforcement undertaken by the police. The enforcement will be tied into specific campaigns and will focus on routes with a record of road injury.
46. This additional enforcement will play an important role in working towards the casualty reduction target.

47. Partnership work with the North Yorkshire Fire and Rescue Service will focus on child car seats. A series of events will be staged at venues across the city offering parents the opportunity to have a trained officer check that their car seat is fitted correctly.
48. Sure Start, the government programme to deliver the best start in life for every child, conduct home visits to low-income families across the city. Sure Start has reported that there is an issue with some families using old or damaged car seats and in some instances no seat at all. A number of free child car seats will be distributed to low-income families through the Sure Start programme.
49. A campaign will be delivered reminding parents, carers and schools of the new child car seat law that came into effect in September 2006.

Campaigns

50. The DfT recently published a research paper analysing the contributory factors in road crashes across Great Britain. The report concluded that five of the six most frequently reported factors were some kind of driver/rider error or reaction. Examples include; failure to look properly; failure to judge other persons path/speed; and poor turn/manoeuvre.
51. This would suggest that a large proportion of crashes could potentially be avoided if the average, law-abiding driver was encouraged to take more care.
52. A citywide campaign will target all drivers across the city. The campaign will be delivered in partnership with a creative design agency that will advise on the most effective way to disseminate this message.
53. The University of Nottingham has undertaken an analysis of over one thousand fatal collisions. This study and the road casualty data for York identified four common factors that seem to be prevalent in fatal collisions:
 - Alcohol
 - Loss of control on bends
 - Overtaking
 - Passengers (seatbelt use)
54. A campaign, with the underlying message of four lives saved, will be developed to address these factors. The campaign will target those drivers most likely to engage in this type of reckless driving behaviour. It will be delivered in partnership with a creative design agency that will advise on the most effective way to reach this audience.
55. The Council will also tie in with the national government THINK! road safety campaign by supporting four projects throughout the year.

Evaluation

56. It will be important to evaluate projects included in the proposal. The Council will be primarily assessed in terms of casualty reduction. However, qualitative post-project evaluation will help to determine the effectiveness of interventions in influencing attitude and behaviour. The evaluation will be invaluable when reporting back to the DfT and making the case for continued funding until 2010/11.

Consultation

57. North Yorkshire Police and the North Yorkshire Fire & Rescue Service have been involved in the development of the proposal.
58. The Marketing & Communications Team has been consulted and support the projects laid out in the proposal.
59. The Education Service has been consulted with regard to the projects involving schools and is supportive of this work.
60. York and North Yorkshire Chamber of Commerce has been consulted in relation to the proposals for work related driving.

Proposal

61. Members are asked to approve the proposal for spending the road safety grant as outlined in Annex A.

Analysis

Proposal

62. The proposal has the potential to make York's roads safer and reduce the number of people killed and injured in road crashes. The work plan will ensure that the road safety grant allocation is spent on road safety projects linked to the evidence base. Projects have been developed from York's casualty data and academic research into road safety and behaviour change. It is felt that the proposal represents the best opportunity to achieve the casualty reduction target set out in the LTP2. The proposal will help to ensure that the Council is successful in securing this funding source until 2010/11. There is a high expectation from the DfT that this funding will be spent on road safety and specifically casualty reduction measures. Failure to do so is very likely to result in the grant being withdrawn in future years.

Corporate Priorities

63. The proposal meets the Council's corporate objective to create a Safer City. It supports the aims and objectives of the Road Safety Strategy included as part of the Second Local Transport Plan. The work in schools supports the Every Child Matters initiative.

Implications

Financial

64. The 2007/08 proposal will be funded using the road safety grant allocation.
65. Effective delivery of the proposal will help to secure the Council this road safety grant allocation up until the 2010/11 financial year.

Human Resources

66. Delivery of the proposal can be accommodated within exiting staffing levels and by working in partnership with external bodies including the emergency services and design agencies. The grant could be used to recruit additional members of staff, but this would reduce the amount of funding available to deliver projects on the ground. The grant could also be used to buy in consultancy to deliver the proposal. However, this would not be cost-effective and would reduce the level of control the Council has over spending.

Equalities

67. There are no equality implications.

Legal

68. There are no legal implications.

Crime and Disorder

69. The Council has a responsibility to deliver an effective Road Safety Strategy in partnership with North Yorkshire Police.

Information Technology

70. There are no IT implications.

Property

71. There are no property implications.

Other

72. There are no other implications.

Risk Management

73. In compliance with the Council's risk management strategy the risks arising from the recommendations have been assessed.

Strategic

74. There are no risks associated with recommendations of this report.

Physical

75. There are no risks associated with recommendations of this report.

Financial

76. The road safety grant allocation for 2009/10 and 2010/11 is dependent on the Council's road safety performance. Failure to spend the road safety grant allocation on casualty reduction measures is very likely to result in this funding stream being withdrawn in subsequent years.

Organisation/Reputation

77. The proposal for road safety delivery is evidence of the Council taking positive steps to reduce road casualties and should be well received outside of the organisation.
78. 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	1
Physical	Very Low	Remote	1
Financial	High	Possible	12
Organisation/Reputation	Very low	Remote	1

Recommendations

79. That the Advisory Panel advise the Executive Member to adopt the proposal put forward in paragraph 61.
80. **Reason:** The Council has a target to achieve a 45% reduction in killed and serious injury casualties by 2010. The proposal should contribute towards this casualty reduction target and will help to ensure that the Council is successful in securing the road safety grant funding source until 2010/11. The proposal ensures that the grant allocation is spent on road safety behaviour change projects linked to the evidence base.

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Report Approved Date 27/02/07

Julie Hurley, Head of Transport Planning

Report Approved Date 27/02/07

Specialist Implications Officer(s)

Financial

Patrick Looker, Finance Manager, City Strategy
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Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Second Local Transport Plan 2006 –11
(Including Road Safety Strategy)

Road Casualties Great Britain: 2005
Department for Transport

Contributory factors to road accidents
Department for Transport, 2005

Interventions to promote safe driving behaviour: lessons learned from other health related behaviours
Department of Health Behaviour and Health Education, University of Michigan, 2006

The Good, the Bad and the Talented: Young Drivers' Perspectives on Good Driving and Learning to Drive
Department for Transport, 2007

Killer crashes: a multiple case-study of fatal road-traffic collisions
University of Nottingham, 2006

Annexes

Annex A Proposal for road safety delivery in 2007/08

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Annex A Proposal for road safety delivery 2007/08

Theme	Projects	Cost (£K)
Work related driving (<i>Your Driving Your Business</i>)	Business Travel Plans	10
	Managing road risk toolbox resource	5
	Targeted road safety campaigns	5
	Partnership with York North Yorkshire Chamber of Commerce	5
Young drivers/passengers	Interactive DVD	20
	Pass Plus discount scheme	15
	Young driver image campaign	15
	Project with Youth Offending Service	3
	powered-two-wheel (PTW) training	2
Primary Education	Road Safety theatre in education (20 schools)	8
	Resources to compliment road safety training/school travel service	5
	Be Safe Be Seen campaign (every school)	5
Secondary education	Smart Risk production (8 schools)	16
	Bereaved parent workshops	5
Speed	Main route campaigns	7
	Community Speed Watch materials	2
Partnership work	North Yorkshire Police - additional targeted enforcement in support of campaign work	25
	North Yorkshire Fire & Rescue Service (child car seats)	5
Contributory factors in road crashes	Campaign based on DfT research into the most common contributory factors in road crashes	15
Fatalities	Campaign based on analysis of over a thousand fatal crashes.	15
National THINK! campaign	support national campaign (4 projects per year)	4
Evaluation	Qualitative research to assess the impact of the programme	9
	Total (revenue)	201
Road safety Capital Programme	Total (capital)	44
	Reserve	1.5
	Total Road Safety Grant	246.5

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Meeting of Executive Members for City Strategy and Advisory Panel

26 March 2007

Report of the Director of City Strategy

Annual Highway Maintenance Report

Summary

1. This report provides a brief review of the service performance in highway maintenance over the last year, it examines issues arising and proposes programmes of work to be undertaken in the financial year 2007/08.

Review of 2006/07

2. This review is split into two parts, dealing with 'Performance and Successes' and 'Issues Arising'.

Performance and Successes

Adoptions

3. Over the past year the highway network has increased by 1.84 kilometers of carriageway and 3.86 kilometers of footway, due to adoptions and new development.

Customer Satisfaction

4. Satisfaction with the condition of the highway network, obtained through the latest published Residents Opinion Survey for 2006/07 is available from mid February. The figures from the 2005/06 survey are below:

Satisfaction for pavements and footpath maintenance:

2004/05 = (Satisfied) 51% (dissatisfied) 32%

2005/06 = (Satisfied) 57% (dissatisfied) 26%

Satisfaction for road maintenance

2004/05 = (Satisfied) 51% (dissatisfied) 31%

2005/06 = (Satisfied) 54% (dissatisfied) 29%

5. The percentage split of funding, between footway and carriageway surfaces was 60:40 for 2006/07 and given the improvements in customer satisfaction there are no proposals to amend this at present.

Street Lighting

6. The street lighting contractor Amey Infrastructure Services (AIS) was cooperative in agreeing to extend a street lighting service. The Sustainable Street Lighting Scrutiny Sub Committee report on 'Street Lighting – Strategic Management and Procurement to Reduce CO2 Emissions and Waste' identified research and findings that could assist in the delivery of more sustainable street lighting. The Executive agreed to various recommendations in November 2006, one of which was that as part of this annual report, Members would be provided with an update on any advancements in technology that may permit the use of photovoltaic (PV) powered stand alone systems and other sustainable technologies, including community netted systems installations rather than grid netted. The Street Lighting Officer continues to keep abreast of the latest technological developments but in the short timescale since November last year there isn't anything new to report to Members. Trial installations are, however, in place for the street lighting system at the Rawcliffe P&R site for the remote-monitoring and control of equipment. Also, it is known that a number of street lighting PFI schemes have trials in place for remote-monitoring and control and the Street Lighting Engineer is keeping in touch with developments.
7. The Executive did approve that a Street Lighting Strategy report be prepared and this will be brought back to Members during 2007.
8. Members will recall this was reported to them at their 30 October 2006 committee.
9. The street lighting service is currently being tendered and tender documents were returned in early March 2007. Members will be provided with any update possible at the meeting although it may be that evaluation is still in progress and an announcement of a preferred provider may not be appropriate.

R&R Works

10. In the first half of the year the provision of R&R work was the subject of procurement and this resulted in Tarmac being the successful contractor. Substantial savings have been made on the majority of work in our annual works programmes, the exception being footway slurry seal schemes. However, overall the new contract represents a big improvement in cost terms. Scheme delivery has progressed well, given that Tarmac had only 5 months in which to deliver the full programme and at the time of writing this report it is expected that all the programme will be delivered, including the reserve schemes at Tranby Avenue, Osbaldwick and Walmer Carr , Wigginton.
11. There was a change to the programme to include substitute footway schemes at Newland Park and Wharton Avenue due to delays in proceeding with the footway scheme at St Peter's Grove, to ensure that residents had been provided with every opportunity to explore options for the retention of flags. Should the St Peter's Grove scheme go ahead then it will be included as part of the 2007/08 programme.
12. The scheme to improve skid resistance at key points on a section of the A1237, between the A59 and A19 roundabouts, needs to be carried out in dry, warm

weather. The fact that the R&R programme has effectively been carried out over the last 5 months of the financial year has not been ideal for anti-skid treatments and this has been compounded by the proximity of the large scale resurfacing works on the A19 at Skelton. To avoid unnecessary disruption to traffic using the A1237/A19 route it is proposed to defer the work on the A1237 into 2007/08 so that it can also be carried out in the better weather. The capital funding can be carried over from 2006/07 and therefore deferment of the work would not have a detrimental effect on the 2007/08 budgets.

13. There is a slight possibility, at the time of writing the report, that the carriageway surfacing scheme on Bishopthorpe Road may have to be deferred into 2007/08 due to sewer problems that need to be resolved prior to resurfacing taking place.
14. The budget for the maintenance of back lanes enabled a further back lane at Knavesmire Crescent to be completely resurfaced.

Coordination of utilities and other works

15. In the first 10 months 2006/07 approximately 4000 road opening notices were submitted for approval by utilities, private contractors, and the Engineering Consultancy. This figure indicates that there will be about 1200, or 20%, fewer road openings in 2006/07. In addition to this 186 new vehicle access crossings were approved; a small increase on last year.
16. NRSWA income has tended to be lower this year due to the reduced number of opening notices leading to a reduction in inspection fees. Coupled with this, better working practices by the utilities has further reduced income on Section 74 penalties issued for prolonged occupation of the highway by utilities. Overall income is expected to be about £10k below the budget level. However the benefit from the utilities continuing to improve the management of their contracts are that reinstatements are of better quality, with less asset damage and therefore fewer complaints due to this increased quality and reduced time taken to occupy the road.
17. Co-ordination of works has been challenging since October 2006 due to the Council's surfacing programme being restricted to the last half of the financial year as a result of the procurement exercise. Road space between the utility work and that of the Council has been carefully managed taking into account some major external factors such as the college redevelopment and the Highway Agency works at Grimston Bar.
18. The utilities and Councils in the Yorkshire region are striving towards obtaining charter mark status for the systems, commitments and standards that they all jointly use. Whilst this status is some way off Officers from this Council are fully supporting the process and progress will be reported in due course.

General Maintenance

19. At the start of 2006/07, officers from City Strategy and Neighbourhood Services (NS) looked for ways of improving service provision for routine highway maintenance and the construction of small footway resurfacing schemes, up to

£65K in value. A number of proposals arose from this, the key one for routine maintenance being further improvements to the way that the 'area working' system operates so that there is greater coordination of works instructions. This will assist in meeting the completion of a large number of instructions within a variety of timescales, depending on the severity of the defect. Over the year, and particularly in the last 6 months, there has been an overall improvement across all the indicators for works orders being carried out at 1 day, 3 day and 20 day timescales. All these indicators are on track to meet or exceed their targets and this is seen as being due to area working and a close working relationship with NS.

20. In terms of small footway resurfacing schemes, there is now further improved coordination of roles across City Strategy and NS with NS carrying out scheme design and all preparatory works prior to moving onto site. A fixed price is offered in advance by NS for each scheme and this has produced an improvement of 6% on the budgets in 2006/07, which in monetary terms is £70,000.
21. Neighbourhood Services made a commitment early last year to seek efficiency improvements particularly in material procurement and work output. These efficiencies relied on a full years work programme for NS which resulted in 2.5% savings across £3 million of work. This amounts to approximately £75,000 for the full year. If a full year programme is again available to NS in 2007/08 then these efficiencies should be continued, enabling additional footway schemes to be carried out in 2007/08.
22. Inspection works carried out mainly by the Safety Inspectors in City Strategy has again demonstrated the effectiveness of this service through our continued high repudiation rate with regard to third party public liability claims. Our current repudiation rate is up on last year and more importantly the number of claims is down, in contrast to the national trend. Information over the last 5 years is shown in the table below.

Year	Number of Claims	Repudiation Rate
2002	255	79%
2003	221	89%
2004	221	87%
2005	168	89%
2006	152	95%

23. The saving associated with this high repudiation rate is difficult to estimate in precise terms but our insurance section estimates that the savings achieved through the efficient and consistent management of risk, principally, but not restricted to, the work carried out by Highway Infrastructure and NS as service provider, is £150k per year.
24. Improvements in the Highway Infrastructure Team, particularly with the assistance of staff carrying out the essential support roles, has resulted in any

backlog of works orders, waiting to be sent to NS, being eliminated. This is helping to improve the time taken to deal with potholes and others repairs in the shortest possible time.

25. In addition to the above, staff in the Support Team have introduced improved systems for the recovery of money from third parties, mainly due to accident damage for which they are responsible.
26. As reported in the EMAP report 'City Strategy Capital Programme 2006/07 – Second Monitor Report' on 11 December 2006, an additional £125k has been allocated to maintenance schemes from savings arising from the structural maintenance programme. This money has enabled a variety of work to be carried out in the last quarter of the financial year, ranging from small scale repairs to traffic signs within the City Centre and refreshing of road markings on Elvington Lane, Wigginton Road, Common Lane, Moor Lane and Naburn Lane., through to carriageway resurfacing.

Asset Management

27. Earlier in the year Members may recall that the Transportation Asset Management Plan (TAMP) was produced and is now available on the Council's website. This document, and the work put into it, has been invaluable in assisting with the PFI Expression of Interest for highway maintenance.
28. There has been further development of the Exor software to assist teams across the Council over the last year, mainly in NS and easy@york. The impact of some interface issues between Exor and the Easy project are expected to have an impact on staff resources in the Highway Infrastructure Section in the short term. However, this should be resolved with the use of suitable hand held technology removing the need for lists of customer concerns to be printed off and then the completed forms manually input.

PFI Expression of Interest

29. Members decided in May 2006 that they wished to examine the opportunities provided by the Highway Maintenance PFI and that an Expression of Interest (Eol) should be produced. Advisers, experienced in PFI, were procured and in an extremely short timescale an Eol was prepared. At an Urgency Meeting, Members decided to submit the Eol and it arrived with the Department for Transport (DfT) just prior to the deadline in early September. Since then DfT haven't released any meaningful information on the progress of any of the 9 Eols submitted from across the country, other than to confirm the names of the other authorities involved and to state that an early indication of the outcome would not be possible. At the time of writing this report it is hoped that some announcement will be available in February and an update on this subject will be provided at the meeting.
30. Scrutiny Management Committee decided to examine a number of matters in relation to the highway maintenance PFI. A series of meetings has been held with the intention of providing recommendations to assist in the steering of this important matter. These recommendations will be incorporated into the report to the Executive on the outcome of the Eol.

Bridges

31. Repairs have been carried out to Monk Bridge and Castle Mills Bridge, and both have been provided with parapet protection. Moor Lane Bridge near Hessay has been extensively refurbished and provided with new parapets. All three bridges are now in good condition.

Winter Maintenance

32. At the end of February there have been a total of 38 call outs to carry out precautionary salting of the road network in comparison to 81 for the whole of the previous year. With no significant snow fall it has not been necessary to activate the emergency control room for severe wintry weather. Unless there is a prolonged period of severe wintry weather it is estimated that the budget for this service will be in surplus at the end of the winter period. Members will recall two winters ago we changed the de-icing agent from neat rock salt to a product called Safecoat. This product has proven to be a cost effective and a better de-icing agent than the rock salt and it is therefore proposed to continue its use and look into the possibility (now we have a salt barn) of whether or not further efficiencies can be made by using this product. A report on the findings of this investigation will be brought to Members in the Annual Winter Maintenance report later this year.

Grass and Tree Maintenance

33. Grass cutting has gone well this year considering the amount of rainfall we have had, with 13 of the 14 cuts being done. The remaining cut, weather permitting will be carried out sometime in March in order that the grass could be cut at the start of the growing season. Verge siding works and tree maintenance have also gone well and have been kept within the allocated budgets and there have been no reports of any problems.

Drainage

34. Throughout the year there has been constant monitoring of the gully cleaning operations because blocked gullies and ponding of the highways continues to be one of the main sources of complaint from our customers. At the time of writing it was expected that all the Wards would have had their scheduled gully cleans carried out by the end of March.
35. Over the last few years despite increases in budgets the number of small to large drainage repairs to deal with significant ponding and flooding problems on the highways has gone up. It is proposed to set aside £100k out of the surfacing funding to start to tackle this backlog of necessary repairs.

Issues Arising

PFI Expression of Interest

36. The requirements to produce an EoI within a short timescale placed a considerable strain on the resources in the Highway Infrastructure section. It required several people to work virtually full time on the project from May to

September and others to play a significant role on a part time basis. Management of the section had to be assigned to the Project Manager for Highway Maintenance and a knock on effect of this was that a range of other duties that would normally have been progressed over this period could not proceed. This ultimately meant that the work to produce the R&R programme for 2007/08 could not be provided in an Advance Design report in January, as is normally the case, but instead forms part of this report.

37. Should the outcome of the EoI be that this Council is successful in its bid to proceed with highway maintenance PFI then a dedicated team, that is not going to impact significantly upon the normal operations of existing teams, will be required and this has been allowed for within the PFI costs.
38. The outcome of the EoI will have a considerable impact. If the EoI is successful and Members decide, in due course, to proceed with the project then it will take at least 3 years, to 2010, to have a contractor in place and the contract would probably be for a 25 year term. If the EoI is not successful then existing contract arrangements can remain in place to 2010 for R&R schemes delivered by Tarmac and for the street lighting services, now in the final stages of evaluation and due to commence shortly.

General Highway Maintenance via NS

39. Members will need to decide how they wish to proceed in relation to the routine maintenance works arrangements provided by NS. There are advantages in retaining NS as the service provider up to 2010, irrespective of the outcome of the EoI but this needs to be the subject of a separate report. A recommendation in this report is that Members agree to a further extension of the service delivery arrangements currently in place and provided by NS until a report is provided to examine the situation in more detail, allowing a further decision to be made.
40. The possibility of using the General Highway Maintenance service to show how an existing service could be provided in line with the Strategic Procurement Programme is being investigated. This service could be used as a worked-up example to demonstrate benchmarking, the use of KPIs and improvement statements, in a Competition Handbook currently being developed by the Procurement Team.
41. Should the EoI not be successful it may well be possible to run existing service provision arrangements through to 2010, allowing greater choice in the options for future procurement. A strategic report, to assist Members in deciding the most appropriate form of procurement for this Council would be provided in 2008, to give sufficient time for any necessary procurement work to take place.
42. Due to financial constraints, the budgets for general maintenance were reduced by £360K in 2006/07 compared to the previous year. An effect of this is that there is very little money available to absorb unexpected circumstances and funding has been vired between budget headings to cover the areas most in need. This has been a particular requirement with area working, covering carriageway and footway surface patching as well as bollard repairs and replacements, as well as with maintenance and repairs to drainage systems.

River Flooding and Warping

43. The Council carries out warping to fulfill our statutory obligations in removing obstructions and hazards from the highway, for the benefit of our customers, following the deposit of silt and debris on the riverside footpaths as a consequence of a flooding event.
44. Late spring floods accounted for the available funding early in the financial year and the recent flooding has incurred costs that now exceed the budget by a considerable margin at the end of January, with two more months of the worst of the flooding season to go. In view of the continued prediction of global warming and the observed trend of more river flood events it is proposed to submit a growth bid. Alternatively should this fail to increase this budget to provide sufficient funding that more realistically reflects a typical average annual cost for 2007/08 onwards. This should avoid the need to subsidize this budget from other service areas, perhaps from winter maintenance, as the winter period has been mild in comparison to the average winter and up to the end of January savings on this budget have been made.

Street Lighting

45. The Audit Commission carried out some routine inspections of performance indicators and whilst it was generally satisfied with many of the items inspected, it did raise concern and ultimately qualified the Council in relation to 215b, the time taken by the distribution network operator (DNO) to repair faults. The problem was that the Council was not receiving sufficiently accurate notifications of work done from the DNO and could therefore not provide the accuracy required when reporting on the performance indicator. To try to remedy this, improved lines of communication have been developed and the quality of information being received is much better.
46. Amey Infrastructure Services (AIS) were cooperative in extending service arrangements but this left them in a considerable state of uncertainty regarding their street lighting contract with the Council. The result of this uncertainty was an increase in costs for AIS, as they lost some of their staff due to the uncertain nature of things.
47. AIS provided the Council with an offer to extend the street lighting contract but this was on the basis of a much improved financial position in terms of risk from their point of view, achieved by using contract rates rather than a lump sum to pay for labour and plant and by paying for materials on a cost plus basis, again rather than this being included via a lump sum. Due to the urgent need to provide a street lighting service there was little alternative, following discussions with AIS, but to accept the terms on offer. Due to the revised contract arrangements for street lighting maintenance with AIS in 2006/07 there has been a number of one-off financial issues, resulting in additional costs, to resolve.
48. The additional costs have had to be contained by a number of measures, mainly utilisation of savings obtained from the improved contract arrangements for the supply of energy for street lighting. Costs have also been contained by keeping the number of staff employed on this contract to the minimum. An

effect of this is that it has not always been possible to respond to the increasing number of faults, the highest on record, within the target timescales with the limited workforce available. This will ultimately show up in the relevant performance indicators.

49. These difficulties are seen as short term and it is intended to resolve these through the new procurement of street lighting services. The procurement has received an excellent PQQ response and there is a good chance of healthy competition from the contractors chosen to tender for the service. Most of the tender evaluation is based on price (80%) and there is an opportunity to establish the service on a sound financial footing early in 2007/08. This, coupled with the favourable deal on energy, should resolve most of the difficulties that have been experienced with this service in recent years.

Bridges

50. Although the Bridge Condition Index continues to indicate the bridge stock to be in good condition it should be appreciated that this is only based on General Inspections which do not allow for close up assessment of the structures. Due to financial restrictions, the Council has not carried out the more expensive detailed Principal Inspections, which should ideally be done on a six to eight yearly basis, on any of its bridges for many years and all are long overdue. It is very likely that such inspections would reveal problems that cannot be observed in a General Inspection and this is a cause for concern. Without Principal Inspection reports it is not possible to formulate a programme of work or make realistic bids for funding. This is now compromising future effective and efficient management of the bridge stock and could result in more expensive schemes and consequent disruption to traffic if timely action is not identified. Therefore in order that realistic bids for funding can be made it is proposed to submit a growth bid for £100,000 in order that a programme of principal inspections can be carried out and from where information to put together such bids for funding can be made.

Rehabilitation of Drainage and other assets

51. The report to EMAP on 15 January looked at the Strategic Approach to Highway Maintenance for 2007/08. Members agreed to allocate a limited amount of capital funding to non bituminous surfacing assets to assist in the perceived condition and appearance of the city's streets. In line with this, a sum of £100k has been set aside in the 2007/08 programme to specifically tackle the standing water problems that result in the most customer dissatisfaction. In addition to this a further £26k is proposed for wide scale repointing of paving blocks and setts used throughout the city centre but mainly in Parliament Street. This will be additional to the normal Central Area Works budget.
52. There is a potential impact on NS by transferring funding away from R&R schemes, that it may have carried out. However, in the case of the proposals for 2007/08 it is expected that the drainage and repointing works will be carried out by NS under the extended works arrangements and the only adverse impact may be a potential reduction in work for gangs skilled in laying

bituminous materials, offset by more work requiring other but complementary skills.

53. In general terms, however, NS is concerned that future reduction and reallocation of budgets will have a detrimental financial effect on operational trading accounts. Any shortfall in workloads may result in redundancies and reduced overhead recovery, which will have a financial effect not only for NS but also for the Council.

Vehicle Activated Signs

54. The installation of 16 vehicle activated signs will leave the Council with an asset that needs to be maintained. The ongoing costs of maintenance in terms of energy use is not high but in terms of replacing these signs if they suffer vandalism, the greatest concern, the maintenance costs could be quite expensive. For this reason, and due to the lack of capacity to take on further maintenance liabilities within existing stretched budgets, it is anticipated that a growth bid will be submitted to cover the ongoing maintenance costs. This bid will wrap up any other similar liabilities.

Proposals for 2007/08

Savings on staff costs in 2007/08

55. The staff saving for Highway Infrastructure in the Budget Council report is £54k and is covered by the deletion of two posts:
 1. 1 FTE Engineering Technician
 2. 1 FTE from the Asset Management Team
56. The Engineering Technician post is vacant and its deletion can be managed by a realignment of duties as outlined in Annex F. The Asset Management Team consists of 4 posts and the deletion of any of these posts would have a significant impact on service delivery particularly in the event of a successful outcome with regard to PFI, as there will be considerable pressure on this team to supply information and to support the bid. Details of the posts and the work done by the Asset Management Team are also provided in Annex G.
57. As an alternative to the deletion of an Asset Management Team post it is proposed that in addition to the 1FTE Engineering Technician post a 1 FTE Technical Clerk post in the Highway Maintenance Team will also be deleted. Both posts are vacant, and have deliberately not been filled on a permanent basis in anticipation of the difficult financial situation. The combined saving created by deleting these two posts is £44k.
58. A further saving of £6k can be provided from the car allowance budget, as there has gradually been a reduced demand for this budget over recent years. A further £2k will be taken from increased income from the two cafes as both cafes should be fully operational in 2007/08, plus an additional £2k from Asset Management providing a total staff related saving of £54k.
59. It is therefore proposed that the saving of £54k, identified in the Budget Council

report be achieved by the following means:

Saving Proposal	Saving £k
Delete 1 FTE Engineering Technician post	25
Delete 1 FTE Technical Clerk	19
Reduce car allowance budget	6
Increased café income	2
Asset management	2
Total	54

Budgets and Works Programme Proposals for 2007/08

Highway Maintenance Budget 2007/08

60. An analysis of the variations on highways maintenance budget provisions 2006/07 to 2007/08 is shown in Annex A.
61. Revenue budgets have increased by 2.7% on last year allowing some increases on individual service budgets where pressures have been identified, such as warping. Inevitably, this means that in some instances a slight decrease on an individual service budget is required but as always the routine maintenance of the highway network will be managed to keep it safe and will be improved whenever possible. The ability to vire money between budgets headings continues to be essential with highway maintenance as it is impossible to predict with certainty the detailed needs of the network, as it is affected by a number of factors, not least the weather.
62. The financial allocation for structural maintenance is in line with the 'City Strategy Capital Programme 2006/07 - Second Monitor Report' to City Strategy EMAP on 11 December 2006. Whilst this is a reduced allocation compared to 2006/07, the highway maintenance service has, in recent years, benefited from reduced spending on integrated transport. For 2007/08 the need for more funding to be allocated to integrated transport has been identified, to support a number of schemes such as the delivery of the Moor Lane roundabout.
63. It should be noted that the price basis for R&R schemes has changed following the result of re-tendering the structural maintenance R&R contracts in 2006/07. This has provided significant R&R and surface dressing with these prices having been fixed until 31st March 2008 as well as better value for money enabling more schemes to be undertaken. Reduced prices of 8.8% have also been obtained with NS for the footway R&R programme it undertakes, although this will be offset by inflation in 2007/08.
64. It is also pleasing to report that due to successful bids for increased funding, the additional de-trunked roads allocation for R&R schemes is £236k more than last year.

Highway Programmes for 2007/08

65. As explained in the report to EMAP on 15 January 2007 on The Strategic Approach to the Highway Maintenance Programme for 2007/08, the full detail of the proposed programmes of work forms part of this report. The detailed programmes are attached in Annexes C to E covering carriageway and footway works funded by revenue and CYC/LTP capital.

Carriageway Maintenance – Surfaces Proposals

66. The various surveys continue to show the need for low cost maintenance techniques for carriageways such as surface dressing, heavy duty slurry seal and thin overlays. It is proposed therefore to maintain budgets at similar levels to 2006/07.
67. The 'area working' systems set up a few years ago with NS continues to provide value for money with typically 30% more work being carried out for the same money. To continuously employ up to five gangs on the patching of footways and carriageways, the repair of speed cushions and the repair or replacement of bollards, a minimum level of investment is required. Evidence in 2006/07 has shown that the budgets for patching need to be increased and this is reflected in the proposals. The combined budget for the works carried out by the 'area working' gangs is £797k and this is sufficient to keep these gangs employed throughout the year.
68. As in previous years it is proposed to identify the back lane scheme(s) following the winter period, as a bad winter can have a serious effect on these carriageways due to the relatively poor quality of the surfacing and lack of depth of the construction. However, subject to this further check, it is likely that the back lane of Carnot Street is going to be identified as being most in need of treatment.

Footway Maintenance – Surfaces Proposals

69. The budget for footway slurry sealing has been increased to reflect the fact that whilst the revised works contract resulted in substantial savings overall, there is an increase in costs for slurry sealing due mainly to traffic/pedestrian control measures and increased costs for adjusting ironwork in footways. The size of the programme is a slight increase on 2006/07.

Safety and Enforcement

70. The budgets are very similar to last year. The largest budget is for illuminated signs and bollards and this may need to be reviewed when the street lighting tender, which covers this aspect of maintenance, is evaluated.
71. The budget for bridges is the same as last year. This is necessary if we are to deal with the more minor problems identified from annual inspections of highway bridges and retaining walls. The budget will assist with general maintenance tasks such as replacement of deck joints, repointing and masonry repairs to coping stones.

Amenity Maintenance

72. The budget for grass cutting is increased from last year to accurately reflect the costs to enable up to 14 cuts per year to be carried out. Reductions in tree and amenity maintenance budgets in 2006/07 have had to be carried through into 2007/08 and as a result we are continuing to operate a reduced maintenance regime affecting, for example, the routine siding of footways and the winter pruning of trees and shrubs.
73. The budget for routine gully emptying is being reduced slightly to reflect actual costs. There is no proposal to alter the number of scheduled cleans and these will be accommodated within the budget figure.

Winter Maintenance

74. In accordance with Members instructions, the usage of self help salt storage bins is being assessed as much as possible during the current winter to see what scope exists for any changes to current practice to produce a saving of £10k.
75. As with last winter the use of Safecoat as a de-icing agent has continued to be a very effective alternative to rocksalt, producing financial savings. Members approved the continued use of Safecoat in the annual winter maintenance report. Given the mild nature of the current winter and the climate change predictions, it is proposed to reduce the budget for 2007/08.

Street Lighting

76. At this stage in the tender process for street lighting and illuminated sign maintenance, the actual budget requirements are not known. As much flexibility as possible has been built into the tender to allow the service requirements to be adjusted to meet the tender costs without impacting noticeably on the desired level of service. An increase on current budgets of £100k has been provided for street lighting in 2007/08 to allow for the unknown costs of the maintenance service. The adequacy of this, with any necessary proposals for the service alterations, will be reported to Members as necessary.

General Maintenance

77. The budget for dealing with emergencies has been reduced slightly as there has been an improvement in the recovery of costs due to system alterations carried out by Support Team staff in Highway Infrastructure.
78. The warping budget has been increased significantly as there is a likelihood of more rain and flooding due to the effects of climate change. The drainage budget has not been significantly altered because of the additional capital funding to be spent improving the drainage asset.
79. Bollard maintenance and replacement budget has been increased to reflect the ongoing pressure on existing budget levels.

Street Maintenance

80. The budget covers the maintenance of street furniture, street nameplates and bus shelters. The budgets for these items were sufficient to manage the

demands of the service and only minor changes are proposed.

Traffic Management

UTC

81. Increases are expected in the cost of leased lines servicing the controlled network. Work has just commenced with ITT to source a single communications provider and work has also just commenced on trialing a new method of communicating.

TCMS

82. With difficulty the TCMS revenue budget will stand a year without inflationary growth. There is sufficient to cover current obligations (primarily maintenance contracts and communications costs), and this year's additional Cityspace maintenance costs. Keeping the budget at its 2006/7 level means that failures of equipments will be difficult to deal with, however, most are still under warranty. This will not be case in 2008/9 however, when the BLISS equipment starts to come off it's capitalised maintenance period and expenditure will then rise significantly.

CCTV

83. Rises in communications costs and costs associated with replacing technical equipment (mainly cameras) will require additional funding of around £2000. The work mentioned above under the UTC heading will also offer the potential for communication cost savings in 2009/10. Members are however advised that the age of the maintained equipment on street is such that in the not too distant future significant investment will be required in order to maintain the CCTV capability.
84. In some locations permanent CCTV installations are the appropriate solution but in others the need is perhaps only seasonal or indeed might just be for so long as is necessary to encourage people to move on/discourage a particular activity. Whilst the former is a well understood system with a significant amount of choice of equipment and suppliers options for the latter are virtually non existent. Although there are cameras that can be relocated from place to place they are not ones that can be viewed in real time from a central control room. The vast majority of such cameras simply record what they see for future viewing. Those that do not, transmit one frame every so often so making the image extremely difficult to use for surveillance and Court evidence. These shortcomings in effect make them 'after the event' cameras and thus significantly reduces their deterrent impact.
85. Officers have been developing is a truly relocatable camera that can be viewed in real time from the CCTV Control Room. The concept is to have a unit that can be simply connected to a power supply, bolted to a lamp column and with no further work, images are viewable immediately in the Control Room. When the camera is not needed at that location it is unbolted, unplugged from the mains and moved to somewhere else. This approach will enable several of these movable units to be dotted around the city and located where police

statistics or a local community show there to be a problem. It is envisaged that these units will be funded by Ward Committees or local organisations. The first two of these cameras are due to be tested early in the new financial year, one having been funded by the Safer York Partnership and the other by a Ward Committee.

86. Whilst these relocatable units are going to fulfill a much needed role in the CCTV coverage of problem areas, other sites will not justify the expense of this type of camera. Sites where fly tipping is taking place or graffiti is being sprayed have a significant impact on the local environment enjoyed by residents but in themselves they could not expect to tie down a CCTV unit for the length of time necessary to permanently discourage the practice. All that is really necessary in this type of situation is the ability to alert some human agency to an activity that is ongoing so that direct intervention can be immediately mounted. Officers have therefore developed a further camera system which is based around the use of internet technology. A sum of £40,000 has been obtained (together with an ongoing £5,000 fund to cover running costs) which will enable 9 cameras to be placed in areas where low level but continuing difficulties need to be monitored. Two of these units will be located so as to cover the Front Street, Acomb shopping area.

Traffic Signals

87. The Traffic Signal Inventory has grown in the last year with the following sites now coming under maintenance:
1. Sovereign Park
 2. Malton Road Bus Gate
 3. Malton Rd Elmfield Ave
 4. Front Street / Green Lane Acomb
 5. Jockey Lane
 6. Layerhorpe / James St
 7. James Street / Morrisons Exit
 8. A19 Crockey Hill
 9. A1079 Hull Road /York Road Dunnington

This represents a 16% growth (51 to 59 sites)

In terms of Pelicans / Toucans

- 1 Malton Road
2. Queen Street Bridge
3. James Street Toucan

This represents a 6% growth (44 to 47 sites)

The budgets for 2007/08 have been adjusted to accommodate this increase in the scale of these assets.

Highway Asset Management

88. Highway asset management covers the systems used to operate the service

and also the condition testing requirements to provide the Council's Performance Indicators information.

89. Management of the highway asset, using modern asset management techniques continues to be a developing area. The goal of infrastructure asset management is to meet a required level of service in the most cost effective way. Its key elements are:
 - Taking a lifecycle approach
 - Developing cost effective management strategies for the long term, providing a defined level of service and monitoring performance
 - Managing risk associated with asset failure
 - Sustainable use of physical resources
 - Continuous improvement in asset management practice.
90. A draft Transport Asset Management Plan (TAMP) was approved by Members in September 2006 and a copy has been placed in the Members library and on the Council's website.
91. The TAMP was also used as a supporting document for the highway maintenance PFI expression of interest submission in September 2006. If the bid is successful it will also be used to develop a business plan.
92. It is likely to be a requirement that the Council values its highway assets during the year 2007/08, and reports this in the financial returns. This value will represent a baseline figure that will be used to calculate appreciation of the asset in future years but the basis for this calculation is still being resolved via CIPFA. The Council has joined the Yorkshire and Humberside Regional Group, which was formed in September 2005, and produced a regional valuation model. Work is now ongoing to produce a depreciation model that will subsequently be applied to the base valuation on an annual basis.
93. The Council continues to carry out machine and visual condition surveys of the carriageway and footway network. The data is used to create national BVPI's and provide condition information to the highway engineers to target maintenance needs.
94. The Exor system is now embedded in three directorates, and is maintained and enhanced to meet service developments and improvements by the appropriate Development Officer. Users have access via the web allowing remote working and access to GIS where assets, defects and enquiries can be displayed on maps. Highway assets and others such as waste recycling sites, household refuse collection and litter/dog bins are stored in Exor and provide the core data, which is displayed in the call centre system.

Capital Structural Maintenance

95. The report identifies a programme of structural maintenance works for carriageways based on the following:
 - de-trunked roads

- principal roads
 - local roads
 - minor urban surfacing
96. A scheme on the A166 principal road is being programmed to commence very early in the new financial year, effectively continuing on from the scheme in 2006/07. By coordinating the works in this manner, full advantage can be taken of the low traffic volumes using the A166 whilst the bridge works at Stamford Bridge require a road closure to be in operation at that location.
97. In addition to the resurfacing allocation, a further £80k is being made available to street lighting to be used for the capital replacement of lighting units that are structurally unsound.
98. The remainder of the budget £350k is allocated to bridges. This will be used to carry out parapet replacement and other works to Clifton Bridge and to fund a contribution to Network Rail for a feasibility study to potentially strengthen St Helen's Road Bridge. Any required works at St Helens Road bridge will probably not take place until 2009/10 and the nature of this scheme depends on the findings of the feasibility study. The Council, rather than Network Rail, will need to make financial provision for this in due course, as the bridge is believed to be of sufficient strength to meet Network Rail's load bearing obligations.

Consultation

99. Due to the nature of this report no consultation has been undertaken.

Corporate Priorities

100. Maintenance of the public highway has a direct impact on several of the Council's corporate aims and priorities:
101. **Corporate Aim 1: (Environment)** Take Pride in the City, by improving quality and sustainability, creating a clean and safe environment.
- Specific objectives:
- 1.1 Increase resident satisfaction and pride with their local neighbourhoods.
 - 1.2 Protect and enhance the built and green environment that makes York unique.
 - 1.3 Make getting around York easier, more reliable and less damaging to the environment.
102. **Corporate Aim 3: (Economy)** Strengthen and diversify York's economy and improve employment opportunities for residents.

Not directly relevant to any of the specific objectives, but good quality highway infrastructure is vital to the local economy.

103. **Corporate Aim 4: (Safer City)** Create a safe City through transparent partnership working with other agencies and the local community.

Specific objectives:

4.7 Make York's roads safer for all types of user.

104. **Corporate aim 8: (Corporate Health)** Transform City of York Council into an excellent customer-focused "can do" authority.

Specific objective:

8.9 Manage the Council's property, IT and other assets on behalf of York residents.

Implications

Financial

105. The financial issues are discussed throughout the report and the way in which it is proposed to allocate revenue, capital and LTP funding is shown in Annexes A to F. The highway maintenance service will be provided in accordance with the prescribed budgets and there are no financial implications.

Human Resources (HR)

106. There are no HR implications identified in this report although NS flag up the potential implications should their normal workloads be altered to such an extent that there is insufficient work for the current size of the workforce. The proposals in this report should not have any impact on NS that cannot be easily accommodated.

Equalities

107. There are no equalities implications.

Legal

108. The Council has a statutory duty to carry out highway maintenance under Section 41 of the Highways Act 1980 and this report sets out the proposals and budgets to allow this to happen in the forthcoming financial year.

Crime and Disorder

109. There are no crime and disorder issues. The street lighting tender is aimed at improving this service and this will have a positive effect on crime.

Information Technology (IT)

110. There are no IT implications in this report.

Property

111. There are no property implications.

Other

112. There are no other implications in this report.

Risk Management

113. In compliance with the Council's risk management strategy, the main risks that have been identified in this report are:

- Strategic Risks, arising from judgements in relation to medium term goals for the service
- Physical Risks, arising from potential underinvestment in assets
- Financial Risks, from pressures on budgets
- People Risks, affecting staff if budgets decline

114. 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

115. That the Advisory Panel advise the Executive Member to:

- I. Note the performance and success in 2006/07 as shown in paragraphs 3 to 35.
- II. Note the issues arising in 2006/07 as shown in paragraphs 36 to 54.
- III. Approve the extension of existing arrangements with NS for the delivery of routine and cyclic highway maintenance and the construction of small footway resurfacing schemes as shown in paragraph 39.
- IV. Approve the proposals for staff related savings in 2007/08 as set out in paragraph 59.
- V. Approve the allocation of budgets as shown in Annex's A and B for 2007/08
- VI. Approve the implementation of the proposed programme as described in Annex's C to E

Reason:

To enable highway maintenance services to be delivered in accordance with Member approval.

Contact Details

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Report Approved



Date 13/3/07

Fred Isles Project
Manager
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Specialist Implications Officer(s)

Finance – Patrick Looker, Finance Manager, City Strategy

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

All



For further information please contact the author of the report

Background Papers:

City Strategy Capital Programme 2006/07 Second Monitor Report – City Strategy EMAP 11 December 2006

Strategic Approach to Highway Maintenance Programme for 2007/08 – City Strategy EMAP on 15 January 2007

Annexes:

Annex A – Analysis of Variations on Highways Maintenance Budget Provisions 2006/07 to 2007/08

Annex B – Highway Maintenance Revenue Budgets

Annex C – Surface Dressing, Heavy Duty Slurry Sealing and Thin Macadam Resurfacing Revenue Programmes

Annex D – Footway Slurry Sealing Revenue Programme

Annex E – Resurfacing and Reconstruction Capital and LTP Programme

Annex F – Revised Staffing Arrangement Proposals

Annex G – Highway Asset Management Team

12 March 2007

pt/lt/emap/citystrategy/020507 Annual Highway Maintenance

ANALYSIS OF VARIATIONS ON HIGHWAYS MAINTENANCE BUDGET PROVISIONS 2006/07 TO 2007/08														
	C'Way	Footway	Safety	Amenity	Winter	Street	General	Street	Traffic	Highway	Sub Total	Struct Maint		
	Maint	Maint	Maint	Maint	Maint	Lighting	Maint	Maint	Mgt	Mgt	Revenue	CYC + LTP	TOTAL	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
a) 2006/07 Original Budget (see note 1)	1,055	109	381	420	505	875	289	84	382	80	4,180	4,225	8,405	
b) <u>Growth Proposals</u>														
i) Inflation assume RPI 2.7%	29	3	10	11	15	25	8	2	11	2	116		116	
ii) Abnormal Energy Price Increases			13		1	113			1	16	144		144	
iii) Additional CCTV									40		40		40	
c) <u>Proposed Savings</u>														
i) Winter Maintenance - Salt bin review					-10						-10		-10	
ii) Agreed Maintenance Savings	-125										-125		-125	
iii) 2007/08 CYC capital budget allocations												-500	-500	
d) <u>Other adjustments</u>														
i) LTP Revised Sum											0	33	33	
ii) Additional Detrunked Roads Allocation											0	236	236	
iii) Bridges - no capital in 2007/08											0	-75	-75	
iv) Realignment due to service pressures	142	28	-28	7	-41	-38	-19	-13	-16	-22	0	-1121	-1121	
Proposed Budget 2007/08 (see note 2)	1,101	140	376	438	470	975	278	74	433	60	4,345	2,798	7,143	

HIGHWAY MAINTENANCE REVENUE BUDGETS

	2006/07 Budget £k	2007/08 Budget £k
<u>Carriageway Maintenance</u>		
Surface Dressing (see Annex C)	225	210
Heavy Duty Slurry Sealing (see Annex C)	47	63
Thin Macadam Road Resurfacing (see Annex C)	26	35
Asphalt Repairs	35	40
Concrete Road Repairs	6	6
Maintenance of Back Lanes	20	20
Highway Patching - Reactive	250	272
Highway Patching - Planned	446	455
	1055	1101
<u>Footway Maintenance</u>		
Footway Slurry Sealing (see Annex D)	69	100
Central Area Works	30	30
Footway Contingencies	10	10
	109	140
<u>Safety and Enforcement</u>		
Anti-Skid Repairs	10	10
Cushion Repairs	20	20
Traffic Signs	60	60
Illuminated Signs & Bollards	120	120
Road Markings	80	80
Bridges (routine maintenance)	80	80
Millennium Bridge	11	6
	381	376
<u>Amenity Maintenance</u>		
Trees	30	30
Verges	5	5
Grass Cutting	155	178
Gully Cleaning – routine and reactive	215	210
Amenity Areas / Roundabouts	15	15
	420	438

	2006/07 Budget £k	2007/08 Budget £k
<u>Winter Maintenance</u>		
Winter Maintenance	505	470
<u>Street Lighting</u>		
Street Lighting	875	975
<u>General Maintenance</u>		
Prelims	15	15
Emergencies	29	20
Warping	20	35
Drainage	150	141
Bollards	55	50
Cycle Paths	20	17
	289	278
<u>Street Maintenance</u>		
Street Furniture	10	10
Street Nameplates	23	15
Bus Shelters	51	49
	84	74
<u>Traffic Management</u>		
UTC	58	58
TCMS	107	107
CCTV	82	124
BLISS	6	6
Traffic Signals	125	134
Pocket Map	1	1
Pedestrian Crossings	3	3
	382	433
<u>Highways Asset Management</u>		
Highways Mgt System	40	40
Condition Testing	20	20
Assessment/management	20	0
	80	60
Total All Revenue Maintenance	4180	4345

Surface Dressing Revenue Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Low Lane	Heslington	27
2	Old Moor Lane	Copmanthorpe	8
3	Elvington Lane (part)	Dunnington	15
4	Hagg Lane	Dunnington	10
5	Main Street	Knapton	9
6	Naburn Lane	Naburn	36
7	Barr Lane	Stockton on the Forest	12
8	Bradley Lane (part)	Rufforth	24
9	Chapel Lane	Askham Bryan	7
10	Westwood Lane	Askham Bryan	12
			<hr/>
	Pre-patching		50
			<hr/>
		Total	210

Heavy Duty Slurry Sealing Revenue Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	The Courtyard	Bishopthorpe	2
2	Southfield Crescent	Dringhouses & Woodthorpe	2
3	Stray Garth	Heworth (Without)	2
4	Elmfield Terrace	Heworth (Without)	7
5	Willow Grove	Heworth (Without)	1
6	Stamford Street East	Holgate	8
7	Knavesmire Crescent	Micklegate	14
8	Bachelor Hill	Westfield	6
9	Garbutt Grove	Acomb	3
10	Windermere	Dringhouses & Woodthorpe	2
11	Bramble Dene	Dringhouses & Woodthorpe	16
			<hr/>
		Total	63

Thin Macadam Road Resurfacing Revenue Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Highmoor Close	Dringhouses & Woodthorpe	6
2	Keble Park South	Bishopthorpe	29
			<hr/>
		Total	35

Footway Slurry Sealing Revenue Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Harold Court	Westfield	1
2	Bracken Road	Dringhouses & Woodthorpe	2
3	Moor Lea Avenue	Dringhouses & Woodthorpe	1
4	Eastfield Court	Hull Road	3
5	Willow Croft	Upper Poppleton	3
6	Derwent Park	Wheldrake	5
7	Carter Avenue	Heworth	4
8	Melander Close	Acomb	2
9	Turnberry Drive	Acomb	6
10	Greenborough Avenue	Acomb	2
11	Prestwick Court	Acomb	1
12	Birkdale Grove	Acomb	2
13	Lochrin Place	Acomb	2
14	Carnoustie Close	Acomb	1
15	Muirfield Way	Acomb	1
16	Farrar Street	Fishergate	4
17	Bridge Road	Bishophorpe	5
18	Haxby Road (part)	Clifton	8
19	Lister Way	Clifton	3
20	Hudson Crescent	Clifton	2
21	Kirklands	Strensall	7
22	Highlands Avenue	Strensall	3
23	Oaklands	Strensall	2
24	Hallard Way	Strensall	1
25	Ash Walk	Strensall	1
26	The Croft	Strensall	1
27	Pasture Farm Close	Fulford	2
28	Whin Close	Dringhouses & Woodthorpe	1
29	Whin Garth	Dringhouses & Woodthorpe	1
30	Heworth Village	Heworth	6
31	School Lane	Copmanthorpe	4
32	Ebor Way	Nether Poppleton	4
33	Longridge Lane	Upper Poppleton	9
		Total	<u>100</u>

Resurfacing and Reconstruction Capital and LTP Programme
Total budget for carriageway and footway programme is £2,798k

Carriageway Capital Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Haxby Road (part)	New Earswick	94
2	Millfield Lane	Upper Poppleton	115
3	Halifax Way	Elvington	6
4	Hamilton Drive East/Hamilton Drive	Holgate	82
5	Moorcroft Road	Dringhouses and Woodthorpe	66
		Total	<u>363</u>

Footway Capital Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Heslington Lane (part)	Fulford	23
2	Ganton Place	Dringhouses & Woodthorpe	24
3	St Peter's Grove	Clifton	34
4	Cranbrook Road (part)	Acomb	98
5	Ostman Road N/S	Acomb	115
6	Dodsworth Avenue	Heworth	97
7	Burdyke Avenue	Clifton	93
8	Elmfield Avenue	Heworth	71
9	Millfield Lane	Upper Poppleton	70
10	Almsford Road (part) N/S	Acomb	105
11	Chelwood Walk	Holgate	17
12	Beech Avenue	Holgate	24
13	Horseman Close	Copmanthorpe	18
14	Sixth Avenue (part)	Heworth	11
15	Central Area – Resurfacing	Guildhall	26
16	Ouseacres	Holgate	25
		Total	<u>851</u>

Neighbourhood Services Efficiency Improvements –Works

	<u>Road</u>	Ward/Parish	<u>Estimate</u>
1.	Thorn Nook	Heworth	5
2.	Shipton Road Service Road	Skelton, Rawcliffe & Clifton Without	18
3.	Farmlands Road	Dringhouses & Woodthorpe	5
4.	Maple Grove (part)	Bishopthorpe	34
5.	Chaucer Street	Hull Road	13
		Total	<u>75</u>

Drainage Capital Programme

Renewal of drainage systems

It is estimated that the budget will rectify some long standing major drainage problems as well as dealing with many non runners around the City at the following locations, although what can actually be achieved will depend on the nature and scale of the defect at any given site.

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Flaxton Road	Strensall	30
2	Selby Road	Fulford	20
3	Main Street	Askham Bryan	15
4	Mill Lane	Askham Richard	10
5	Various Locations	Various Wards	25
Total			<u>100</u>

Local Transport Plan**De-trunked Network Programme**

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Hull Road (A1079) (Grimston Bar to York Road)	Dunnington	133
2	Northern Bypass (A1237) (Monks Cross Roundabout)	Huntington & New Earswick	41
3	Northern Bypass (A1237) (Strensall Roundabout)	Huntington & New Earswick	30
Total			<u>204</u>

Principal Roads Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Malton Road (part)	Heworth	180
2	Stamford Bridge Road (part)	Dunnington	220
3	Harrogate Road (part)	Hessay	54
4	Bishopthorpe Road (part) (deferred from 2006/07)	Micklethorpe	45
5	Boroughbridge Road/Carr Lane (deferred from 2006/07)	Acomb	30
Total			<u>530</u>

Local Roads Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	York Road (part)	Acomb	51
2	Moor Lane (part)	Dringhouses & Woodthorpe	96
3	Carr Lane (part) (deferred from 2006/07)	Acomb	20
4	Church Lane	Wheldrake	82
Total			<u>249</u>

Minor Urban Surfacing Programme

	<u>Road</u>	Ward/Parish	<u>Estimate</u> £k
1	Alcuin Avenue (part)	Hull Road	25
2	Walmgate (part)	Guildhall	53
3	Manor Lane (part) (deferred from 2006/07)	Skelton, Rawcliffe and Clifton Without	78
Total			<u>156</u>

Street Lighting

	<u>Estimate</u> £k
Replacement of structurally unsound columns	80
Total	<u>80</u>

Bridges Structural Maintenance Programme

	<u>Estimate</u> £k
Clifton Bridge	300
St Helen's Road Bridge	50
Total	<u>350</u>
Overall Total for all Programmed Schemes	<u>2958</u>
Over Programming (including £75k from Efficiency Improvements)	- 160
	<u>2798</u>

Revised Staffing Arrangement Proposals

Revised service delivery arrangements – designed to operate with one less Engineering Technician

The proposal is to reorganise the inspection regime by reducing the number of Area Technicians by 1 FTE. It is not proposed to alter the role of the NRSWA Technicians in any significant way, as previous experience has demonstrated the need to allow them the maximum opportunity to be proactive and to increase coordination with the utilities. This can maximise levels of income but this is becoming less likely as the utilities improve their services. The NRSWA Technicians will, however, take on work previously carried out by the Area Technicians in connection with new vehicle crossings.

The Section 38/278 Technician already has a role to assist in providing cover for the Safety and Area Technicians and this will continue but at a slightly higher level so far as the Area Technicians are concerned.

These arrangements have been trialled since January 2007 and appear to be working reasonably satisfactorily given the large workload, particularly for the Area Technicians over this period. The existing and revised arrangements are outlined in the table below:

Service	Number of Engineering Technicians 2006/07	Number of Engineering Technicians 2007/08
NRSWA	2	2
Section 38/278	1	1
Safety	2 (plus driver)	2 (plus driver)
Area/reactive	3	2

Revised service delivery arrangements – designed to operate with one less Technical Clerk

The deletion of a Technical Clerk post in the Highway Maintenance Team reduces the number of these posts from 3 to 2. The two remaining posts deal with NRSWA and street lighting duties but some spare capacity has been identified and the duties of these posts are now being expanded to cover many of the other duties in the proposed deleted post. The proposed deleted post deals with works orders and other administrative duties in connection with road signs, road markings and the gully emptying functions. Further assistance to cover the relatively small amount of site based work is being provided by the pool of 7 Engineering Technicians.

To better manage the staff budgets in the last quarter of 2006/07 these revised arrangements have been trialled and are now working satisfactorily.

Highway Asset Management Team

The original proposal is to reduce the number of staff in the team, currently 4 FTEs, by 1 FTE. The current proposal, outlined in this report, is not to reduce the number of staff in the Highway Asset Management Team.

To understand the impact that any reduction in the team would have the work carried out in this team has to be understood and is set out below:

- 1 Manage and Develop the Transport Asset Management Plan, valuation of the asset and the production of annual reports
 - Further development of the plan through stages 4, 5 and 6.
 - Highway asset valuation and annual depreciation model development. There is a current requirement to produce a base valuation by April 2007 with annual updates requiring calculation of depreciation. This is going to be the corner stone of highway funding in the future and will be used to indicate whether Council's are allocating sufficient funds to highway maintenance.
 - Supporting document for the LTP2 submission.
 - Supporting document and resource for PFI of other highway maintenance procurement s, such as street lighting.
 - DfT have stated that the development of TAMPs is important in providing intelligence to influence funding and they could be used to assist in determining annual capital settlements.
- 2 Manage and Develop of the Local Street Gazetteer (LSG) and monthly updates to the NSG hub.
 - Mandatory submissions to the NSG hub.
 - The LSG is required for the updating of the Council's Land and Property Gazetteer
 - Associated Street Data updates eg traffic sensitive street. This will increase with the introduction of Traffic Act. May lead to reduction of street works charges due to non updates.
- 3 Manage and develop the Exor system throughout City Strategy and Neighbourhood Services eg highways, street lighting, structures, waste strategy, street scene and refuse.
 - Response to operational issues.
 - Development of asset data structure eg street lighting, waste recycling sites and bin rounds.
 - Integrity of easy@york interface.
 - Development and management of the highways inspection regime, defect and works ordering processes.
- 4 Manage highway network and asset records including recently adopted highways, lighting, gullies, sign, street furniture etc.
 - Maintain network and assets essential for PFI or alternative procurement of highway maintenance – this is essential if PFI procurement is required.

- The provision of network lengths required for R199b submission to DFT for inclusion in RSG calculations. Since the team was formed it has identified a short fall in the lengths submitted previously that equates to an additional £100,000 in the RSG settlement.
 - Asset data is used throughout the Council within different directorates and confidence in the data is essential.
 - Increased street lighting data is required to be submitted with the introduction of condition indices and the asset register will be used to determine funding levels.
- 5 Manage and coordinate machine surveys of the highway network and produce annual reports to describe their condition.
- There is increasing use of machine surveys required for the creation of BVPI eg SCANNER. This is now used on all classified road network and is to be rolled out to the unclassified network within the next 2 years.
 - The Team provides supporting data supplied to determine annual R&R programme.
- 6 Undertake UKPMS visual surveys by accredited Council's surveyors and load into Exor software.
- The Council has been able to demonstrate a consistent level of survey data by using the same survey team over the last 4 years.
 - Trend analysis of the condition of the network.
- 7 Manage, develop and review reporting systems to support the provision of information for local and national performance indicators and statistics to assist in Government funding.
- The Team is responsible for the production of BVPI's 223, 224a, 224b and 187 of which two are used in the Council's CPA score.
 - Support to the Highway Infrastructure Section in production of national and local indicators for highways, street works and street lighting.
 - Future requirement for asset and condition data for Whole Government Accounting.

Comparison with other neighbouring authorities

It is difficult to compare the size of the Highway Asset Management Team with other councils, as all teams have a different range of duties. However, the examples from some of our neighbouring councils demonstrate that the Asset Management Team structure compares favourably, being smaller than the equivalent teams in North Lincolnshire, North Yorkshire and East Riding. None of the other council asset teams maintain the Local Street Gazetteer and a highway management system similar to Exor. These functions are carried out by separate teams and all visual surveys, undertaken by the other councils, are carried out by contractors, whereas they have so far been carried out in-house by our Asset Management Team to ensure consistency in the results and trend analysis.

There is going to be an increasing workload in the team in the coming years with the need to update the asset register and, if successful, to give support to the PFI bid or alternative procurement. There will also be additional work in the implementation of the Traffic Management Act, asset valuation and providing data for the easy@york project.

There is also the need to continue the development of the Transport Asset Management Plan from stage 3 to completion. This will require more interface with Members, officers and the public to determine the optimum maintenance regimes for the assets.

The loss of a member of this team would have a serious effect on the capacity to achieve the level of service required and would not only effect the performance of the Council but could also impact on levels of funding.

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**Meeting of Executive Members for City Strategy
Advisory Panel**

26th March 2007

Report of the Director of City Strategy

DIRECTORATE OF CITY STRATEGY SERVICE PLANS 2007/08 STAGE 2

Summary

1. This report seeks Executive Member approval for 2007/08 Service Plans Stage 2 for City Development and Transport (Annex 1), Planning and Sustainability (Annex 2) and Resource and Business Management (Annex 3) that fall within the City Strategy portfolio.

Background

2. In previous years, actions and targets set out in the service plans which were approved by EMAPs in December, often changed once the budget was approved and/or when more meaningful performance information became available nearer the end of the year.
3. To help address this and deliver more integrated service and financial planning, the council's service planning process has changed. EMAPs are now being presented with information in 2 stages:
 - Stage 1 – summarised service plan templates have been completed which focus on headline challenges and/or changes our services are facing for 2007/08 and beyond. These were presented to EMAPs for consideration and comments in December 06.
 - Stage 2 – once the budget has been approved service managers will be able to finalise improvement actions and 3-year targets. The full version of the service plans are being presented to EMAP's for approval.
4. Table 1. below 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 Stage 1 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 • Waste Procurement 		Sian Hansom	City Strategy
Economic Development	<ul style="list-style-type: none"> • Economic Development • York Training Centre • Future Prospects • City Centre Management and Markets 		Roger Ransom	Leader
Strategic Partnership Team	Strategic Partnership Team		Roger Ransom	Leader

Consultation

5. The Stage 2 Service Plans have been approved by the Director of City Strategy and the Directorate's Management Team.

Options and Analysis

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

Corporate Priorities

7. The Service Plans stage 2 will support the Organisational Effectiveness Programme.

Implications

8.
 - **Financial** There are no financial implications.
 - **Human Resources (HR)** There are no human resource implications.
 - **Equalities** There are no equalities implications.
 - **Legal** There are no legal implications.
 - **Crime and Disorder** There are no crime and disorder implications.
 - **Information Technology (IT)** There are no IT implications.
 - **Property** There are no property implications.
 - **Other** There are no other implications.

Risk Management

9. 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

10. That Executive Member approve the 2007/08 Stage 2 Service plans for City Development and Transport, Planning and Sustainability and Resource and Business Management.

Reason : To monitor and review service planning issues and challenges facing City Strategy in the near future.

Contact Details

Author:

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Chief Officer Responsible for the report:

Sian Hansom
Assistant Director
(Resource and Business Management)

**Report
Approved**



Date 13/3/07

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.

Annexes

- Annex One - Service Plan 2007/08 Stage 2 - City Development and Transport
- Annex Two - Service Plan 2007/08 Stage 2 - Planning and Sustainability
- Annex Three - Service Plan 2007/08 Stage 2 - Resource and Business Management

AMRK
07/03/07

ANNEX 1



Service Plan for 2007/08 (covering April 2007 – March 2010)

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:

Section 1: The Service

Service description

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

City Development
Transport Planning

Network Management
Highways Infrastructure

Engineering Consultancy
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 regional 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 fulfil 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. It also has 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 Councils 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 computerised 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. They work closely with City Development to prepare the Strategic Flood Risk Assessment as part of the LDF.

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 ensures the council has appropriate systems and procedures in place to secure business continuity and comply with statutory requirements and best practice.

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 regional 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. Ensuring the Council has 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 work of the Future York group and the review of the economic development strategy.
- SO34. Complete the CPA question relating to Sustainable Communities and Transport.
- SO35. Ensure the Health and Safety of staff and customers of the services provided.
Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Regional Spatial Strategy • Regional Transport Strategy • Local Development Framework • New Major City Developments • Road Transport Bill • Leeds City Region 	<p>Sets policy context for LDF. Staff intensive to secure proper input into regional agenda.</p> <p>High - staff diverted away from local issues and delivery of programmes. Possibility of funding from regional sources.</p> <p>Key priority to deliver to GoYH timescales within the resources available.</p> <p>Significant increase in number of major sites puts strain on limited staffing resources.</p> <p>Staff resources will need to allocated to investigate the implications and to implement as necessary.</p> <p>Staff resources will be significant to input into a range of planning, transport, housing and economic development issues.</p>	
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Review of the Community Strategy • Corporate Strategy – IS2; Increase the use of public and other environmentally friendly modes of transport. 	<p>Critical link between LDF core strategy and sustainable 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>	

<ul style="list-style-type: none"> • 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. • Comprehensive Performance Assessment – Sustainable Communities and Transport 	<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>We will need to use resources to develop the response and information needed to support the assessment. This will have a significant impact on senior management capacity.</p>	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Business Continuity within the Directorate. • Contribution to the City Strategy. • Contribution to Future York Group 	<p>Completion 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>This external challenge to review York’s economic strategy requires significant input from across the group.</p>	
<p>Service drivers</p> <ul style="list-style-type: none"> • Traffic Management Act. 	<p>Risk are high of government intervention that will need to be delivered with the time scales and resources available.</p>	

<ul style="list-style-type: none"> • Implementation of the Local Transport Plan. • Review of Parking. • Procurement of a PFI provider for highway maintenance. • Implementation of the Civil Contingencies Act. • Reducing Capital Programme. 	<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 there is an under recovery of income then there is a high risk that other services that are reliant upon it will need to be reduced.</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>	
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Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Co-ordination of the Sustainable Communities & Transport Question in CPA	The self assessment will need to be a comprehensive exercise that is fully evidenced as this will impact on the Council's overall score.
Meeting LDS/LDF milestones	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 and ensure a good Planning Delivery Grant.
Delivery of key development briefs and meeting other key project milestones.	Projects such as Castle Piccadilly, York Northwest, Hungate, Nestle, and Terry's are key to achieving many corporate objectives.
Compliance with Civil Contingencies Act 2004 and regulations.	CCA 2004 provides new statute for both Emergency Planning and Business Continuity, compliance will ensure effective arrangements are in place and a good score for CPA.
Corporate Priority IS2 - 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
Contributing to the draft Regional Spatial Strategy and its implementation	The draft RSS will be subject to further public consultation in late spring 2007 before adoption later in 2007. We need to ensure proper input to safeguard York's planning interests within the region.
Introduction of full concessionary fares scheme	If not managed and introduced properly could have a damaging effect upon bus customers. There could be significant financial implications to be addressed for the council.
Contribution to the Regional Transport Initiatives based upon the TIF bid.	By having an input into the initiative we will be able to ensure York's position in the region on transport issues is being maintained.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
IS1 - 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.
IS2 - 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.
IS3 - Improve the actual and perceived condition and appearance of city's streets and open spaces	<ul style="list-style-type: none"> • We maintain the asset 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. •
IS4 - Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Assist with the alley-gating 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.
IS5 - Increase people's skills and knowledge to improve future employment prospects	<ul style="list-style-type: none"> • Promote and encourage training of staff.
IS6 - Improve the contribution that Science City York makes to economic prosperity	<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>IS7 - 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 cycle ways. • Take health issues into account in developing key strategies and plans such as LDF and LTP.
<p>IS8 - Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city</p>	
<p>IS9 - 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.
<p>IS10 –13 Improving our organisational effectiveness</p>	<ul style="list-style-type: none"> • Play an active part in shaping the council's organisational effectiveness

Links to other plans

- Safer York Partnership strategy
- Local Transport Plan
- Regional Spatial Strategy and related strategies (eg housing, economic, transport and sustainable development)
- Community Strategy
- York and North Yorkshire sub-regional investment plan
- Economic Development Strategy
- Local Agenda 21 Strategy
- Safer York Partnership Strategy
- Air Quality Action Plan
- Biodiversity Action Plan
- Housing Strategy
- Recreation/Active Leisure Strategies
- Waste Strategy

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
Improved customer focus and response	C1 - Telephone calls are answered within Customer First standards across CDT	93.5% (Apr – Dec)	95%	95%	95%	Make staff aware of the standards and put in place processes to meet them
Improved customer focus and response	C2 - Correspondence replied to within 10 days across City Development and Transport	95.6% (Apr – Dec)	95%	95%	95%	Make staff aware of the standards and put in place processes to meet them
Improve advance notice of works to customers following procurement of works.	C3 - G13 % of pre-works letters received 1 week or more prior to commencement	94.3% (Apr-Sept)	95%	95%	95%	Review performance criteria with service providers.
Improvement to local bus services	C4 - BVPI 104.% of respondents satisfied with local bus services.	74% (2005/06)	72%	74%	76%	Carry out a customer survey of reasons for dissatisfaction
Ability to address the concerns of people to the condition of roads and footways	C5 - VH37 % of people satisfied with the condition of roads and pavements in York	56% (2005/06)	50%	50%	50%	
Improved customer focus and response	C6 - PS1 - % of all correspondence responded to within 10 working days	82% (Apr – Dec)	82%	82%	82%	Make staff aware of the standards and put in place processes to meet them
Improved customer focus and response	C7 - G14 - % of inspections completed within 4 working days of request	95% (2005/06)	98%	98%	98%	Ensure that systems and resources meet the 4 day target.

Process based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
Increase in the number of bus passenger journeys a year	P1 - BVPI 102 – Number of bus passenger journeys a year	14.5 million	15.4 million	15.9 million	16.43 million	The corporate priority IS2 identifies a series of actions to be taken to address this indicator
Reduction in the number killed and seriously injured on the city's roads.	P2 - BVPI 99a(i) Maintain the downward trend in KSI casualties.	114 (2005/06)	102	95	88	New road safety initiatives aimed at driver behaviour
Reduce the number of lamp outages throughout the city	P4 - COLI 33a % of streetlamps not working excluding vandalism (previous BVPI 98)	1.1% (Apr - Dec)	1.05%	1.0%	0.95%	New contract due to be awarded that includes a change to bulk change of lights throughout the city that will reduce the number of outages over a period of time
Increase the numbers cycling into the city either for work, access to services or recreation	P7 - LTP A5(i) - Cycle usage - a.m. peak to city centre	6.3% (2005/06)	6.4%	6.5%	6.6%	The corporate priority IS2 identifies a series of actions to be taken to address this indicator
All repairs to the highway are carried out within the contracted period	P8 - G16 - Percentage of serious highway repairs carried out within 3 days of the issue of instructions to the contractor	91.8% (Apr – Dec)	92%	92%	92%	Improved monitoring of the service by the client and contractor organizations and introducing measures to ensure the targets are met and improved
	P9: Invoices paid within 30 days for CDT	New indicator no data available	80%	80%	80%	

Finance based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
The cost of the contracts is kept within the budget.	F1 - COLI 1 - Cost per passenger journey on all subsidised bus services	£0.53 (2005/06)	To be confirmed	To be confirmed	To be confirmed	Monitoring of the service and retendering of the contracts later in the year to ensure the service meets the targets. Monitor the service and retender at the beginning of the year.
To ensure the cost of maintenance achieves the highest possible rating in comparison with other similar authorities	F2 - HS01 (ex-BVPI95) - Cost of maintaining a streetlight	£49.03 (2004/05)	To be confirmed	To be confirmed	To be confirmed	
	F3: Spend against budget for CDT and portfolios	<100%	<100%	<100%	<100%	

Staff based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
To meet the performance and development review criteria for staff	S1 - % staff in CDT appraised in the last 12 months	81%	100%	100%	100%	Monitor the programme and set timescales and dates for reviews Review and monitor staff sickness particularly long term and implement the sickness policy Reduce excessive working hours, carry out regular reviews of staff workloads Create opportunities for staff to broaden their
Reduce in the amount of time lost through staff sickness.	S2 - Number of staff days lost to sickness (and stress) across CDT (days/full time)	8.24 days	Less than 10 days	Less than 10 days	Less than 10 days	
Reduce the number of days lost through staff sickness	S3 - Days lost for stress related illness as a percentage of sickness days taken within CDT	4.42% (Apr – Dec)	Not target based	Not target based	Not target based	
Improve the number of staff satisfied with their job	S4 - % of staff within	66%	N/A	75%	N/	

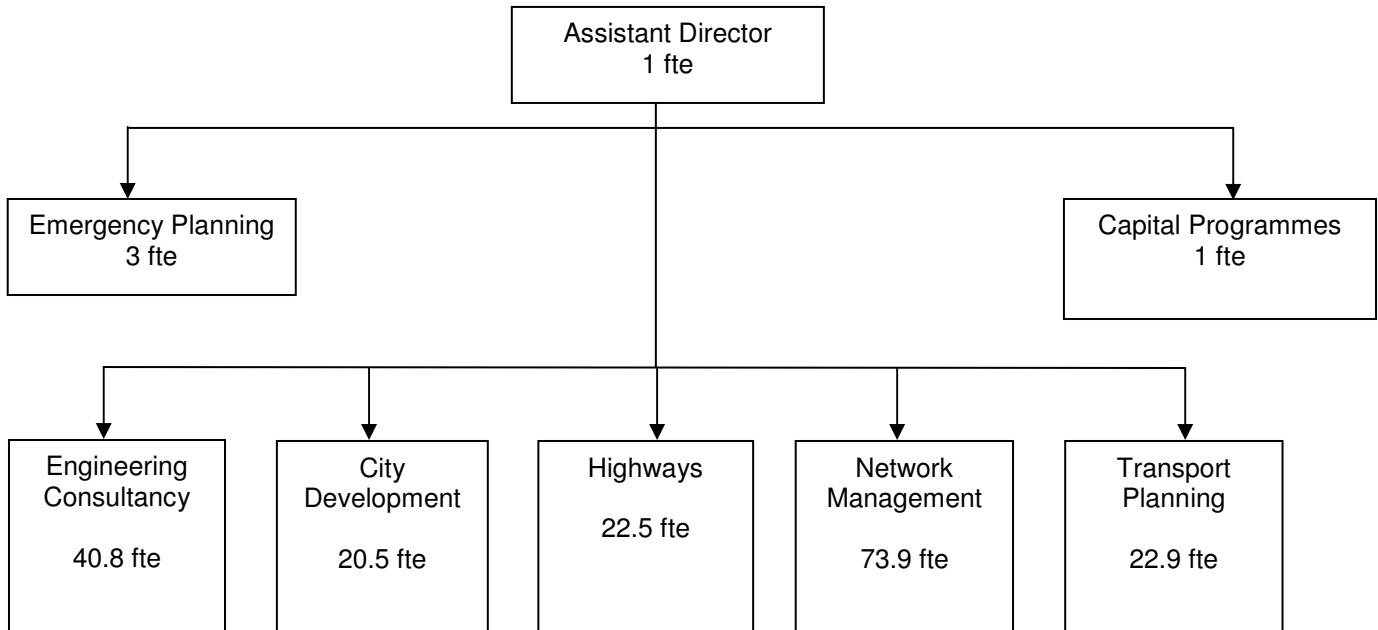
	CDT expressing satisfaction with their job (AD level)	(2005/06)	every 18 months		every 18 months	work skills and experience, remove as much uncertainty as possible.
	S5: % starters completing induction process within CDT	60% (05/06)	80%	80%	80%	
	S6: % leavers completing exit process within CDT	90%	80%	80%	80%	

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Consult with equalities team on approach to future information provision • Ensure all groups are consulted with on service provision • Make all documents available in large print, Braille and in different languages • Review S106 agreements costs to ensure these reflect requirements for equalities • Review public transport services with respect to infrastructure and information • Review all signs and signals comply with legislation • Improve ease of pedestrian movement at roadworks • Apply modern codes of practice to meet the needs of the disabled on the highway • Provision of dropped kerbs, tactile crossings and pedestrian crossing points on all new works • Carry out audit of public rights of way to meet the needs of the disabled • Ensure equalities and access issues are fully considered in all public consultation exercises 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> • Financial viability of the external service providers has to be maintained to ensure continuity of service delivery • Plans dealing with the impact of severe weather or natural disasters need to be reviewed • Introduction of full concessionary bus fares • Responding to the requirements of the Traffic Management Act 	<ul style="list-style-type: none"> • Ongoing • May 2008 • Jan 08 • Ongoing
Gershon – Efficiency improvement	
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> • All future maintenance and new works contracts to be competitively tendered through long term framework contracts adopting partnering agreements • All externally sourced services will follow the procurement guidelines and meet the Council's financial regulations • All of the Councils social/community and educational transport requirements are currently being examined with a view to making the operations and tendering procedures more efficient through the use of economies of scale. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

Section 7: Resources

Please provide details of your resources:



Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 5,761k	£ 5,779k
Premises	£ 5,519k	£ 5,730k
Transport	£ 136k	£ 139k
Supplies and Services	£ 1,961k	£ 2,453k
Miscellaneous	£ 6,014k	£ 6,057k
– Recharges	£2,710k	£2,715k
– Other	£3,304k	£3,342k
Capital Financing	£ 5,398k	£ 5,398k
Gross cost	£24,789k	£25,556k
Less Income	£12,239k	£12,579k
Net cost	£12,550k	£12,797k

There has been a 2% increase in our budget since last year. This is due to £583k pay and prices, £495k growth and £-831k savings.

Section 7: Monitoring and reporting arrangements

The Group Management Team will review progress on this service plan on a monthly basis as part of its weekly meetings.

Progress will be reported to City Strategy EMAP as part of the quarterly monitoring report.

ANNEX 2

Service Plan Template for 2007/08 (covering April 2007 – March 2010)

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 : Planning and Transport

Signed off



Date:



The Planning and Sustainable Development Services cover 4 key functions:

- Design, Conservation and Sustainable Development
- Development Control
- Building Control
- Local Land Charges

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 the 34 Conservation Areas, 1800 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 m 650 + Tree Preservation Orders, and the management of 16,000 council trees. All issues relating to sustainability + 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. Process around 2,800 planning applications and associated permissions (inc: Tree Preservation Order applications, telecoms masts) and 700 enforcement cases. Last year: over 40 Planning and Enforcement appeals and provided written advice for nearly 1,100 development enquiries.

Building Control

Administer the Building Regulations to new buildings, alterations and extensions. This covers: energy conservation, access facilities for the disabled, dangerous structures, demolition control, public entertainment licensing, and street naming / numbering. Last year we received 2698 applications. 2024 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

Service provides: Planning, Highways and Environmental information in connection with land and property transactions. Also provide details of charges registered against the property, as defined by the Local Land Charges Act 1975. In 2006 processed 6719 Searches (all 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 CYC. The service can receive and return searches electronically.

Service Objectives our service objectives are:

- to improve and protect the environment of the City of York area.
- to provide effective stewardship of the City's historic and natural environment alongside the complimentary objective of economic growth within the City.
- 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.
- to provide significant contribution towards a Local Agenda 21, through which all sections of the community can begin to work towards achieving sustainable development.
- to secure further funding for the natural and historic built environment.
- to meet Government targets for speed of determination of applications without compromising the quality of new development.
- to ensure that new buildings are both internally and externally accessible to disabled people.
- to make advice understandable to minority groups and communities.
- to deliver continuous improvement whilst meeting Central Governments Modernisation Agenda for Local Land Charges.
- Ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ol style="list-style-type: none"> 1. CLG (was DCLG / ODPM) drive to increase speed of application determination. Targets may be “stretched” during 2007/8? 2. Government White Paper “Stronger and Prosperous Communities” (Nov 2006). 3. Barker report on reforms to the Planning system. 4. Office of Fair Trading / Department of Trade and Industry’s review of Local Land Charge Search. 5. Implementation of the Home Information Packs (HIP) in June 2007? 6. Requirement to continuously improve the e-service. 7. National review of Heritage protection measures. 	<ol style="list-style-type: none"> 1. Continued implementation of the DC Improvement .Plan to deliver improvements to performance, quality of decisions and customer satisfaction. 2. New performance framework and greater community involvement in the planning system. 3. Uncertain which recommendations will be implemented. 4. Fee deregulation will impact on income fee setting and income generation. 5. Working practices to be reviewed. 6. Resources directed towards delivery and maintenance of “e-planning” including scanning 7. Possibly new Council responsibility for Heritage protection measures- implementation 2007-10? 	<p>CLG (was DCLG + ODPM)</p> <p>OFT and DTI</p>
<p>Corporate drivers</p> <ol style="list-style-type: none"> 1. Corporate objectives & priorities particularly Improvement Statements IS2 “transport”, IS 9 “affordable housing” and IS13 “improve efficiency and reduce waste’ 2. BVPI 219 poor performance. indicator impacts on the “Culture” block of CPA. 3. Job Evaluation 4. easy York. 	<ol style="list-style-type: none"> 1. Gives focus and direction to priorities within the corporate strategy. 2. To increase the number of Conservation Areas in the city which have had “appraisals” and management plan. 3. Impact on budget and existing staff +management structure is not known. 4. Further work in PSD group to realise customer + service benefits. 	

<ul style="list-style-type: none"> 5. HR, health & safety, equalities policies and performance targets. 6. Budget savings and some growth items. 	<ul style="list-style-type: none"> 5. To be taken into account in workplans 6. To be taken into account in workplans 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> 1. Government White Paper “Stronger and Prosperous Communities” (Nov 2006). 2. Reducing sickness. 3. Review of the Community Plan. 4. Review risk assessments throughout the Directorate 	<ul style="list-style-type: none"> 1. Wide ranging implications, including governance, community involvement in decision making, new performance framework. 2. Better management of sickness absence. 3. Community planning officers in P+SD group to support review of the Community Plan. 4. To be incorporated into workplans 	
<p>Service drivers</p> <ul style="list-style-type: none"> 1. A review of Building Control staffing resources will be required to assess the ability to cope with additional workload due to changes in legislation. 2. Implementation of the Development Control Action Improvement Plan. 3. Need to review the extent of “proactive” work of the Design/Conservation and Sustainable Development team and to consider possible ways to increase urban design capacity. 4. Improve the management and monitoring of responses to correspondence, complaints and Ombudsman enquiries / cases 5. Implementation of the HANER project (Historic and Natural Environment records) 6. Maintain and improve Development Control Performance above national targets. 	<ul style="list-style-type: none"> 1. Additional workload would not allow the current level of service (or improvement) to be maintained without additional resources. 2. Review of action plan and implementation of proposals. 3. Additional resources required. May have to be transferred from another service area in the group? 4. Performance below CYC targets and Ombudsman target times for response 5. Important project which will improve: customer, stakeholder and officer access to information. 6. Staffing levels need to be maintained or supplemented depending on workload pressures . Important also for customer satisfaction and CPA rating. 	

7. Development and implementation of a Council Sustainable Development Strategy and Action Plan (SDS) which includes a corporate Environmental Management System (EMS).'

7. Important corporate project to be lead by sustainability officers in DSCD team

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
<p>Improve performance in relation the determination of planning applications. Although performance on “major” applications is well above target performance on “minor” and “other” applications needs to be improved (BVPI 109 b + c)</p>	<p>Communities and Local Government (was DCLG and ODPM) drive to increase speed of application determination. Targets may be “stretched” during 2007/8?</p> <p>Good performance will improve customer satisfaction and may be rewarded by Planning Delivery Grant.</p> <p>Failure to meet target could have adverse impact on CPA rating and possible redesignation as a “standards” authority.</p>
<p>Improve the management and monitoring of responses to correspondence, complaints and Ombudsman enquiries / cases</p>	<p>Performance below CYC targets and Ombudsman target times for response</p>
<p>Implementation of the HANER project (Historic and Natural Environment records)</p>	<p>This is an important project which has commenced and which will improve: customer, stakeholder and officer access to information.</p>
<p>A review of Building Control staffing resources will be required to assess the ability to cope with additional workload due to changes in legislation Building Control workload is increasing as a result in changes and amendments to the legislation.</p>	<p>The additional workload would not allow the current level of service (or improvement) to be maintained without additional resources. Performance is already being affected.</p>
<p>Deliver and implement a council Sustainable Development Strategy and Action Plan'</p>	<p>To coordinate sustainable development activities in the council and deliver the Environmental Management System and the resulting resource savings. The process has started on the production of the SDS and executive have given agreement (2004) to deliver a council EMS.'</p>
<p>The Design Conservation and Sustainable Development team to take a proactive and leadership role in urban design and conservation in the city with the community planning officers providing significant input to the review of the Community Plan</p>	<p>Important to link and join up the community Plan and the physical fabric of the city and to contribute to the renewal of a vision for the city.</p>

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
IS 1. “reduce waste to landfill”	The “sustainability officers” in P+SD group will have a significant input the development of the emerging waste strategy and measures to increase recycling throughout the city
IS 2. “transport”	The Development Control process will seek to deliver sustainable means of transport in connection with new development in the city.
IP 3. “appearance of the city”	The work undertaken by both Development Control and DC+SD groups contributes to the enhancement in the appearance of :the public realm, buildings, the natural environment.
IP 4. ” safer city”	The planning process has full regard to designing out crime
IP 6. “science city”	New employment land and buildings for science city are facilitated through the planning process
IS 9. “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.
IS13 “Improve efficiency and reduce waste to free up resources.”	DC&SD to coordinate the SDS and action plans a the EMS that will reduce the councils environmental impact and create a more efficient use of resources.'

Links to other plans

- Regional Spatial Strategy
- Local Plan/LDF – through policy work development Control and community involvement.
- Community Plan
- Local Area Agreements.
- Economic development Plan - approving new developments which assist existing businesses, attract business and /or boost the local economy.
- Tourism Strategy - Guidance advice and Development control
- Local transport Plan 2 - through development control.
- Leisure strategy.
- [easy@york](#) programme
- Corporate IT plan

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> High customer satisfaction with services We understand and meet the diverse needs of all our customers by providing more accessible and tailored services 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Review outcomes of monthly Planning applicant's satisfaction survey and respond to improve the service. Produce more informative guidance to applicants submitting applications. Review collation and use of customer satisfaction information to focus on customer needs and concerns
	C1 % of planning applicants satisfied with the service	81%	83%	85%	88%	
	C2: % score against Quality Of Service Checklist.	94%	94%	94%	100%	
	C3: % of planning appeals upheld.	27%	25%	24%	23%	
	C4 Telephone calls are answered within Customer First standards across Planning and Sustainable development	94%	95%	95%	95%	
C5: Correspondence replied to within 10 days across Planning and Sustainable Development	84%	95%	95%	95%		

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Improved performance in relation to the determination of planning applications ("minor and others") Improved performance in relation to Building Regulations applications 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Improved monitoring and management of these applications. Increase staffing levels in Building Control to take account of increased workload.
	P1: % of "minor" planning applications determined within 8 weeks.	72%	75%	78%	80%	
	P2 % of "other" planning	86%	89%	92%	95%	

	applications determined within 8 weeks.					
	P4: % of planning decisions delegated.	90%	90%	90%	90%	
	P5 Standard residential searches completed in 7 working days	100%	99%	100%	100%	
	P6 Non-standard residential searches in 10 working days	100%	99%	100%	100%	
	P7 % of Building Regulations applicants advised of decision within statutory time limits	94%	98%	98%	99%	
	P8 %of Building Regulations applicants advised of defects within 15 working days	85%	91%	93%	94%	

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> To deliver budget on target Seek to maintain a substantial award of Planning Delivery Grant for next year depute overall reduction in national funding Ensure discretionary fees & charges are set at fair levels which also cover the associated costs of the Development Control and Building Control Services. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Monitor and review at GMTs and DMTs with reporting to Planning and Transport EMAP. Ensure base budget supplemented by PDG to implement the Improvement Plan. Incorporate budget management into team based performance management reports – in line with new corporate performance reporting arrangements. Review discretionary fees and charges, having regard to
	F1. Spend against budget within Planning and Sustainable Development PSD	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F2 Invoices paid within 30 days within PSD	New indicator no data available	95%	95%	95%	

Staff based improvement

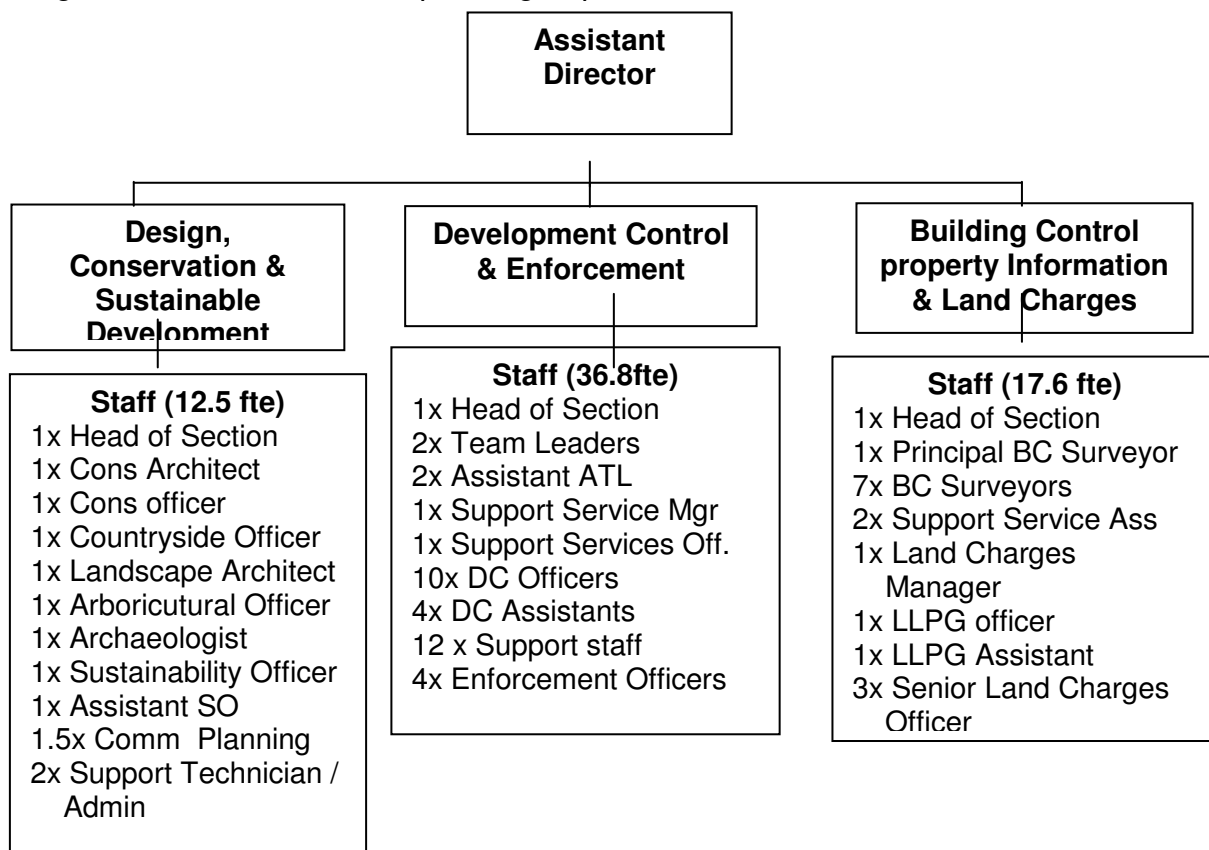
Outcomes	Measures					Actions	
<ul style="list-style-type: none"> • Improve staff knowledge and skills to improve services and customer satisfaction. • Improve working environment for staff to facilitate more efficient and integrated working. • Reduced levels of sickness. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Complete 100% of annual appraisals by June of each year. • Provide staff development and training opportunities for all staff. • Improved monitoring and management of sickness absence 	
	S1: % staff in Planning appraised in the last 12 months	40% (05/06)	100%	100%	100%		
	S2: Number of staff days lost to sickness (and stress) across Planning (days/full time)	11.42 (Apr-Dec)	Less than 10 days	Less than 10 days	Less than 10 days		
	S3: Days lost for stress related illness as a percentage of sickness days taken across PSD	2%	Not target based	Not target based	Not target based		
	S4: % starters completing induction process	60% (05/06)	80%	80%	80%		
	S5: % starters completing induction process	60%	80%	80%	80%		
	S6: Overall staff satisfaction rating of staff in directorate in staff survey	60%	Every 18 months	75%	Every 18 months		

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> Review the advice and guidance given by P+SD group members to ensure that the highest disability standards are delivered to customers. Discuss potential changes with disabled people's organisations to identify priority areas where improvements can be made. 	On-going
Operational Risk – red risk action/s	
High Risk .“Development Control failure to meet national targets on planning applications” - actions identified to reduce risk to “ medium” level	On-going
High Risk .“Development Control failure to carry out statutory functions - actions identified to reduce risk to “ medium” level	On-going
High Risk. ”Inadequate staffing levels in Building Control and Property Information” - actions identified to reduce risk to “ medium” level.	On-going
High Risk. “Failure of Building Control to compete with private sector competition”- actions identified to reduce risk to “ medium” level.	On-going
High Risk. “Failure of Building Control and property Information to carry out statutory function” - actions identified to reduce risk to “ medium” level	On-going
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> Increased use of website by customers to download forms and obtain planning related information will lead to less interruption of the service by phone calls and reception callers. 	On-going
<ul style="list-style-type: none"> Electronic consultation of internal services and some statutory consultees will reduce copying and postage costs. 	On-going
Competitiveness statement	
<ul style="list-style-type: none"> The planning service has a statutory duty to provide independent services within a democratic framework of decision-making and approval. Therefore, a natural market of planning organisations is not readily available in York. Planning Services are also regularly benchmarked against other authorities across the country. The service is in the lowest 5% for cost per head of population. Building Control and Land charges services are delivered with all costs met by applicants. 	

Section 7: Resources

The Planning and Sustainable Development group has **66.9 f.t.e** staff, at St Leonard's Place.



Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 2,012k	£ 2,099k
Premises	£ 56k	£ 58k
Transport	£ 38k	£ 36k
Supplies and Services	£ 312k	£ 327k
Miscellaneous	£ 1,228k	£ 1,247k
– Recharges	£1,228k	£ 1,247k
– Other	£ -	£ -
Capital Financing	£ 4k	£ 4k
Gross cost	£ 3,650k	£ 3,771k
Less Income	£ 3,011k	£ 3,077k
Net cost	£ 639k	£ 694k

There has been a 8% increase in our budget since last year. This is due to £78k pay and prices, £50k growth less £-73k savings.

Section 7: Monitoring and reporting arrangements

This service plan will be monitored monthly at Group Management team meetings and quarterly/ regularly by DMT and Executive members using the Directorate Corporate management framework.

Review of progress with the Development Control Improvement Plan is undertaken on a monthly basis

Review of application progress takes place on a weekly basis at service level, with report on application performance to DMT on monthly basis

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ANNEX 3



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Resources and Business Management

Directorate: City Strategy

Service Plan Holder: Sian Hansom

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

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy – A Reid

Signed off

Date:

Section 1: The service (1 page max)**Service description**

The Department of Resource and Business Management in the Directorate of City Strategy comprises all the internal support functions for the City Strategy Directorate and also for some support services in Resources and Chief Executives and is structured as follows:-

Finance

This service provides strategic financial planning, advice and support service to City Strategy. In particular we cover accountancy, business support, accounts and budget management, monitoring revenue income and expenditure budgets of £51m and capital budgets of £19m. We pay 400 invoices per month. This service is provided to ensure expenditure is authorised and within budget and that creditors of the Council are paid in accordance with best practice and contract conditions.

We also provide financial support to Resources Directorate and Chief Executives departments. This includes preparation, monitoring and closedown for budgets of £58m (Resources) and £9m (Chief Executives)

We manage all Council internal recharges, totalling £16.6m.

Information Technology

This service provides support to the City Strategy and Chief Executives Directorates in ensuring Information Technology systems best support operational service requirements. This is done using the Corporate IT Strategy to produce a Directorate IT Strategy to drive forward IT improvements. Work is undertaken with additional support from Resources IT&T through the provision of a Service Level Agreement. We support approximately 400 IT users and 53 IT systems and the Ordnance Survey requirements for the whole Council.

Human Resources

This service provides strategic and operational support to the City Strategy Directorate on a wide range of HR related activities. Key areas cover: the management of change, recruitment and selection, attendance management, employee relations, and performance management. Support is also provided to managers to equip them with the skills to support the Directorate and maximise the potential of all employees. HR support approximately 400 managers and employees across the Directorate.

Support Services

This service provides a range of administrative functions to / for the Directorate including:

Customer Services and Reception – used by 40,000 members of the public per year. Offering specialist services such as planning in addition to the conventional reception duties. Processing of all cash, cheques and debit card transactions in person and by post some 10,000 items per annum

Resources and Records Administration – provides central support to the Directorate, dealing with 500 pieces of correspondence per day (360,000 per annum), distributing, monitoring and dispatching mail and many other miscellaneous services. In addition, a central filing system of over 250,000 files is managed for the directorate, both on and off site.

Draughting and Printing – this unit supplies 2500 customised maps per year and provides photographic services across the council. The print unit specialises in printing of large AO plans.

Policy, Performance and Management Support

This service provides a performance management framework for the City Strategy, Resources and Chief Executives Directorates (collating and reporting on the directorates' performance, comparative data and target setting). We provide support in the production of Service and Business Plans, and linkages to corporate policy such as CPA, Equalities, Accommodation Review, Customer Standards, Easy@York etc. The unit also undertakes a large number of ad hoc projects for the various Directorate Management Teams and corporately as appropriate. It also ensures that there is a healthy and safe environment for the Directorates customers and staff. The Section regularly monitors approximately 482 performance indicators, these are broken down as follows City Strategy 265, Resources 130 and Chief Executives 87.

We also monitor and manage customer correspondence to the directorate (dealing with up to 5,000 customer mail and 4,000 member enquiries / complaints per annum).

Management Support Service – Personal Assistants provide direct support to City Strategy Management Team and a Technical and Admin team producing approximately 7,000 documents per year and undertake quality control checks for various reports including e-maps and also outgoing correspondence.

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

General Note Some services such as Customer and Member Correspondence, Reception, Technical and Admin Services etc. continue for some of the Neighbourhood Services Directorate.

Our main customers are City Strategy, Resources and Chief Executives Directorates, Members, all the residents and businesses in York and inspection bodies.

The services are provided through regular liaison, monitoring and reporting to DMT 's and Members (through EMAP's). Formal monitoring, reviewing and reporting most often occur on a quarterly basis, though performance is often monitored more frequently.

Service objectives

SO1: to ensure the provision of performance information through the City Strategy, Resources and Chief Executives performance management framework

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

SO3: to provide effective performance management to support the provision of high quality services

SO4: 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

SO5: to provide high quality cost effective strategic and financial support to City Strategy, Resources and Chief Executives directorates and corporate strategies as needed

SO6: to improve health and safety throughout City Strategy and Chief Executives directorates

SO7: to provide a high quality IT service through delivery of a directorate IT strategy in line with the corporate IT strategy

SO8: to provide a professional response to the changing financial support requirements of the services quality financial information

SO9: to continue to provide high quality cost effective customer service provision through reception, word processing, administration, draughting and printing services in line with corporate and customer requirements

SO10: 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

SO11: to develop and motivate staff through effective HR policies enabling them to undertake their jobs

SO12: To coordinate the implementation of cross-directorate and corporate initiatives across the directorates

SO13: To ensure a fair and consistent service is provided for all members of the directorates, be responsive and helpful to the needs of all customers, internal and external

SO14: To contribute to the Corporate Strategy and Operational Effectiveness Programme

SO15: To support the City Strategy Directorate Management Team

SO16 : To decrease the tonnage of biodegradable waste going into landfill through access to waste treatment

SO17 : To support the NYCC/CYC Waste Management Partnership, specifically relating to the Waste PFI project.

SO18: Ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers (2 page max)

This section should represent a summary of the challenges (or drivers) that might affect future service delivery and/or performance over the next 1-3 years. This be based on stage 1 of the planning process (i.e. 'Investigate' stage).

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Employment legislation • Stronger Prosperous Communities (White Paper) • Political changes • Without Walls Community Strategy • Local Authority Funding e.g. Local Area Agreements – LPSA2 / LAA • Equalities Legislation, Equalities Policy and CPA requirements and CRE Equality 2 Standard 	<ul style="list-style-type: none"> • Changed employment policies • Changes to the way local government carries out its business • Support the delivery of the Community Plan • Support the delivery of the LAA • Raise awareness of equalities issues and carry out further programmed action across the directorates in line with the corporate equalities plan 	<p>Govt publication – Delivering efficiency in local services</p> <p>Executive reports</p> <p>Audit Commission – Proposals for CPA</p> <p>Corporate Equalities Plan</p> <p>Equalities impact assessments</p> <p>Pride in the Communities</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Highways / Waste PFI process as agreed by Executive • Waste strategy as agreed by Members • Improved customer support and response • Continuous improvement of financial management and Support Service provision in light of the restructure which includes both Resources & Chief Executives depts. • Medium term financial strategy • Corporate HR strategy / policies including job evaluation • Corporate Management Framework for Service and financial planning – ensuring it is fully integrated 	<ul style="list-style-type: none"> • Finance / HR support to highways / waste PFI process • Strategic lead of CYC's input into the waste PFI procurement needed • Directorate approach to improved customer services (linked to <u>EASY@YORK</u>) • Need to ensure that all budgets are properly structured and understandable. Identify and deliver any training needs. Reviews recharge model and accountability. • Strategic directorate approach to future budgetary issues • Ensure implementation and understanding of policies and procedures • Service plans to identify future budget 	<p>Executive reports</p> <p>IT Development Plan 05/06</p> <p>Council Plan</p>

<ul style="list-style-type: none"> • LPSA • Corporate IT Strategy • CPA • Corporate Strategy - Delivery of Corporate Initiatives Outcomes of corporate projects to be implemented at directorate level; • Changes to Management Information - Such as EIA's, HSE Strategic Intervention Accommodation review Operational risk assessments Equalities Policy embedding into CYC • Statement of Internal Control 	<p>requirements / savings</p> <ul style="list-style-type: none"> • Support and guidance in production of future service plans and associated Corporate Management Cycle • Assist in the CPA self assessment process • Assist in the delivery of the Corporate Strategy • The development of a Document Management System • Contribute to the delivery of corporate initiatives such as OEP Corporate Priorities, <u>Easy@york</u>, Gershon Efficiency, New Accommodation Project (roll out and implementation), Operational risk assessments, Equalities, HSE Strategic Intervention 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Business and service planning • Delivery of services within authorised budget • Directorate IT strategy to deliver priorities • Staff survey results and action plan • Outcomes of internal audit reports • Highways / Waste PFI • Corporate Governance • Business Continuity • Risk Management • Code of Conduct – Leadership and Management Standards (LAMS) • Budget savings / reduced capacity 	<ul style="list-style-type: none"> • Continued publicity of directorate achievements • Continued monitoring, reviewing, corrective action and reporting of budgetary position • Implement directorate IT strategy to deliver priorities • Ensure implementation of action plan to address issues raised • Ensure implementation of action plan to address issues raised linked with Statement of Internal Control • Completion of Business Continuity Plans throughout the Council will need to be intensively resourced. • Identified and regularly monitored • Communicated and rolled out • Review of all resource and business management support arrangements • Strategic directorate approach to future budget issues. Ensure budgets are monitored and achievable and that all cost pressures are clearly identified through financial monitoring 	<p>Best value review of waste Executive reports</p>

<ul style="list-style-type: none"> • City Strategy Vision 	<ul style="list-style-type: none"> • Significant links and joined up working needed with LDF to deliver spatial elements of the strategy. 	
<p>Service drivers</p> <ul style="list-style-type: none"> • Customer and Member correspondence improvements • Creditors payments on time • Continued provision of accurate and timely information, maps and plans • Performance improvement in specific areas • New IT or technology upgrades – Corporate GIS, FMS • Staff development & training plan for all staff • Residents opinion and talk about survey results • Coordinated consultation, monitoring and analysis • Budget savings • Health and Safety improvements Action Plan • Equalities 	<ul style="list-style-type: none"> • Continued improvements with less resources following budget review for 2007/08 • Continued monitoring of creditor payments and budget holders • Improved service provision in relation to maps, plans and information • Reception to lead on easy@york • Changes to pool car administration • Improved monitoring and reporting of poorer performing areas • Implementation plans required for IT developments • Staff development and training plan to be produced • Coordinated approach to consultation via action plans • Customer satisfaction surveys • Need to realise the savings this year through increased flexible working and natural wastage • Audit, develop, monitor and improve customer contact with the directorate. 	<p>Performance reports</p> <p>Residents Opinion survey</p> <p>Performance appraisals</p> <p>Staff opinion surveys</p> <p>YEP</p>

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

CSFs for 2007/08	Why a CSF?
To ensure a high quality response to customers and members through a monitoring and management system	To improve the perception of the directorate with customers / members and businesses and provide improved service to customers
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
To have an effective impact into corporate procurement projects to ensure value for money for CYC	Significant financial impacts of corporate procurement issues such as Waste, Highways and E-Government have implications on the whole Council
Improve and develop the Directorates Performance Management Framework. In line with Corporate thinking (Pathfinder report Corporate Spreadsheet)	The improvement in the way that the Directorate Manages performance will allow DMT and the Executive to make informed decisions on the allocation of resources.
Contribute to the delivery of projects in E-Government programme	Directorate has responsibility for property database for the Council and the major GIS use across the Council
Job Evaluation	Impact of the latest policies on staff.
Waste PFI – To ensure that the waste OBC (Outline Business Case) is approved for PFI credits by Government funding bodies	To support the delivery of IS1 Corporate Priority

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

Improvement Statement (IS)	Contribution
IS1 - 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
IS10 –13 Improving our organisational effectiveness	Compliance with financial and procurement regulations
IS10 – Improve our focus on the needs of customers and residents in designing and providing services	Through directorate performance management framework
IS11 – Improving leadership at all levels to provide clear, consistent direction to the organisation	Improved and regular reports to ensure directorate financial performance is achieved and Gershon is achieved through forward planning
IS12 – Improve the way the Council and its partners work together to deliver better services for the people who live in York	Improved performance management framework and performance, service plan roll out
IS13- Improve efficiency and reduce waste to free up more resources	HR client and officer responsibility for implementation of HR policies and procedures
	Implementation of IT and e-government projects as relate to directorates.
	Retention of operational risk register and monitoring of progress on actions to address high strategic and operational risks
	Implementation of e-government projects and front office changes
	Coordination of EIA's, action plans to improve and contribution to corporate achievement
	The Resource and Business Management department provides support to all the corporate priorities within the Corporate Strategy 06-09, but its primary role is IS10 –13 Improving our organisational effectiveness. It does this through the provision of timely, accurate and relevant information to the Council and whole Directorate in the areas of its expertise
Links to other plans <ul style="list-style-type: none"> • Local Transport plan • Waste strategy and North Yorkshire Waste Strategy • Corporate IT strategy • Local Development framework • Economic development strategy • YTC business plan • Council plan (CPA action plan) • Risk management strategy • Corporate procurement strategy 	<ul style="list-style-type: none"> • Health and Safety Steering Group Work plan • Without walls • HR strategy and protocol and Staff Development Strategy • LA21 • Staff survey action plan • Corporate Equalities Plan • LAA • Corporate Strategy • Pride in our Communities Plan • Future York • City Regional Agenda

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Improved customer satisfaction • Reduced number of customer complaints • Increased responsive to correspondence from Members and customers • IT systems can be accessed and used by authorised staff • Improved format of budgetary control information 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Weekly / monthly monitoring and reporting of correspondence to DMT, quarterly reporting to Members • Monthly reporting and management of call answering through GMT's • Continue to ensure there is cover for setting up IT passwords • 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 • Review of regulatory format of budgetary control information
	C1a: Correspondence replied to within 10 days across the directorate	92.6% (Apr – Dec)	95%	95%	95%	
	C1b: Correspondence replied to within 10 days across Resource and Business Management	80% (Apr – Dec)	95%	95%	95%	
	C2: All customers to reception seen within 5 minutes	100% (Apr – Dec)	100%	100%	100%	
	C3a: Telephone calls are answered within Customer First standards across the directorate	93.2% (Apr – Dec)	95%	95%	95%	
	C3b: Telephone calls are answered within Customer First standards across Resource and Business Management	94.6% (Apr – Dec)	95%	95%	95%	
	C4: Users set up with password within 1 working day	99.3%	100%	100%	100%	
	C5: Percentage of stage 2 complaints solved within 10 working days within City Strategy Directorate	85.7%	95%	95%	95%	
	C6: Percentage of stage 3 complaints responded to and problem solved within 10 working days within City Strategy Directorate	0%	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> All invoices are paid as quickly as possible, within government guidelines Information held on IT systems is up to date Performance management framework is accurate and up to date Performance of word processing, filing, post administration, printing and photocopying maintained within agreed timescales, given reduced resources CPA and legislative requirements are adhered to Improve accessibility of services for all Improve risk management across directorate Improve health and safety across the directorate Improve compliance with financial regulations Improve use and availability of storage and filing on the servers Accuracy of SLA's and recharges Continue effective Directorate Joint Consultative council (JCC) Development, implementation and running of the delegated decisions 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Continue to monitor invoice payments, work with central creditors to introduce improved methods of payment, reducing numbers of invoices where possible Ensure appropriate work planning for system owners to enable updates to be done on time Agree clear timescales, deadlines, responsibility and management measures to ensure performance management framework complied with Continuous monitoring and management of services provided to maintain high support service standards Ensure corporate deadlines and instructions on closure of accounts followed. Ensure all EIA's are undertaken and actions built into service plans Undertake risk assessments and follow up with actions to address risks Undertake action plan to address Health and Safety issues Introduce directorate budgetary control policy Undertake a review of file usage and directory structures, freeing up and making effective use of storage space Review recharges process particularly Legal Services and Chief Executives Quality and accurate monitoring of
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target		
	<table border="1"> <tbody> <tr> <td>P1: Invoices paid within 30 days across the City Strategy Directorate</td> <td>92.8% (Apr – Dec)</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	P1: Invoices paid within 30 days across the City Strategy Directorate	92.8% (Apr – Dec)	95%	95%	95%	
	P1: Invoices paid within 30 days across the City Strategy Directorate	92.8% (Apr – Dec)	95%	95%	95%		
	<table border="1"> <tbody> <tr> <td>P2: Closedown timetable for accounts adhered to</td> <td>100% 2005/06</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> </tbody> </table>	P2: Closedown timetable for accounts adhered to	100% 2005/06	Yes	Yes	Yes	
P2: Closedown timetable for accounts adhered to	100% 2005/06	Yes	Yes	Yes			
<table border="1"> <tbody> <tr> <td>P3: Reports to HSE under RIDDOR per annum</td> <td>6 2005/06</td> <td>5</td> <td>4</td> <td>3</td> </tr> </tbody> </table>	P3: Reports to HSE under RIDDOR per annum	6 2005/06	5	4	3		
P3: Reports to HSE under RIDDOR per annum	6 2005/06	5	4	3			
<table border="1"> <tbody> <tr> <td>P4 –Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhering to.</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> </tbody> </table>	P4 –Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhering to.	Yes	Yes	Yes	Yes		
P4 –Corporate Performance and Financial Management framework and timetable (for City Strategy, Chief Executives and Resources) is adhering to.	Yes	Yes	Yes	Yes			

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Maintain the same quality of service with reduced resources as per budget savings eg FRO Improved value for money on recruitment of staff Continued high standards of overall financial monitoring and management of directorate budgets Compliance with Directorate efficiency requirements Identify and obtain any savings from the highways PFI Regular monitoring of s106 monies, reported to Members as appropriate To deliver all existing budgets on target. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Monitor and manage the quality performance (through process pi's above) whilst managing spend Monitor, review and action recruitment performance to achieve VFM Monthly monitoring, review and actions recommended relating to directorate spend Promote use of support services to maximise effectiveness Undertake an action plan to increase efficiency savings in the directorate Complete actions arising from internal and external audit reviews S106 review and reporting
	F1: Spend within budget for directorate and portfolios	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F2: Spend within budget – R&BM and Portfolio	Less than 100%	Less than 100%	Less than 100%	Less than 100%	
	F3: Cost of recruitment per post (quarterly measurement) successfully filled	£1,358 2005/06	No set Target			

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Improved recruitment, induction and exit processes in which all staff partake Improved staff appraisal system, including training and development plans Improved staff productivity and welfare through improved attendance Improved staff morale Improved understanding and management of health and safety issues 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Update induction and exit processes and documentation and apply to all staff starting and leaving Regular and timely monitoring and management of HR information on appraisals, sickness Devise and implement an action plan for addressing staff survey issues as relevant
	S1: BVPI 12: Number of staff days lost to sickness (and stress) across directorate (days/FTE)	8.86 days (Apr –Dec)	Less than 10 days	Less than 10 days	Less than 10 days	

<ul style="list-style-type: none"> Improved application of corporate HR policies Improved use of staff resources through flexible approach Reduce sickness absence levels Achievement of the EEIP 	S2: Number of staff days lost to sickness (and stress) across RBM	3.35 days (Apr –Dec)	5 days	5 days	5 days	<ul style="list-style-type: none"> Devise, implement and monitor a directorate training and development plan Staff suggestion scheme Promoting ECDL
	S3:CP 13a - Days lost for stress related illness as a percentage of sickness days taken across the directorate	9.32% (Apr-Dec)	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	0% (Apr – Dec)	Not target based	Not target based	Not target based	
	S5: BVPI 11a - % of top 5% of earners who are women	20%	Not in 2006/07 Service Plan – do we want it in this one?			
	S6: BVPI 11b - % of top 5% of earners who are from an ethnic minority	0%	Not in 2006/07 Service Plan – do we want it in this one?			
	S7a: % starters completing induction process across City Strategy	60% (05/06)	80%	80%	80%	
	S7ai: % starters completing induction process RBM	100% (05/06)	100%	100%	100%	
	S8: % Leavers completing exit process across City Strategy	60% (05/06)	80%	80%	80%	
	S8bi: % Leavers completing exit process across RBM	100%	100%	100%	100%	

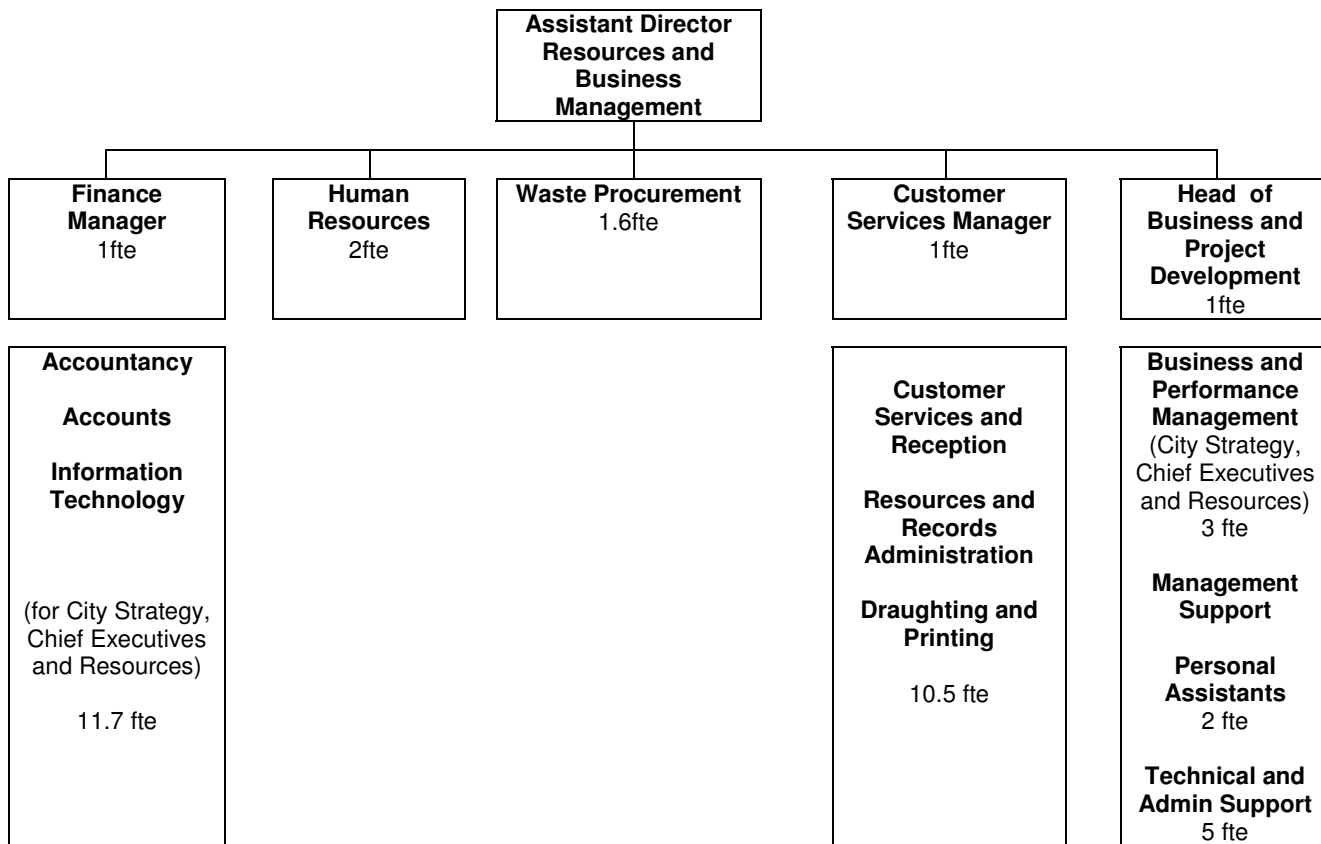
	S9: % staff in City Strategy directorate appraised	80% (forecast)	100%	100%	100%	
	S9bi: % staff in RBM appraised in the last 12 months	100% (forecast)	100%	100%	100%	
	S10: Overall staff satisfaction rating of staff in directorate in staff survey	73% (05/06)	Not conducted 2006/07	Next survey April / May 07 80%		
	S10ai: % of staff expressing satisfaction with their job (RBM)	80%	Not conducted 2006/07	Next survey April / May 07 85%		
	S11: Reports to HSE under RIDDOR per annum	6 (05/06) 5 (Apr – Dec 06)	5	5	5	

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> Coordinate the consultation processes for the Directorate to ensure equalities information recorded and acted upon Monitor report and action equalities issues across the Directorate particularly staffing issues (Employment Improvement Plan EEIP) 	Ongoing
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> Production and action of the Directorate Statement of Internal Control Health and Safety Risk Assessments are not completed / updated Member correspondence management 6/7 	
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> Combined processes across City Strategy Directorate Producing the same service with reduced resources Savings totalling £40k have been identified as part of the 2007/08 budget. This equates to a 4% reduction in the total pay bill for the service. Whilst there will be a level of service reduction primarily relating to staff cover the impact on customers should be minimal. A review is underway looking at Management Support / administration within the directorate. Photocopying and printing and staff travel using pool cars. 	
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> The section has had it's gross budget excluding recharges reduced by 3% from 2006/07 to 2007/08 whilst maintaining a similar level of service and taking on additional responsibilities. As part of the transfer of finance and performance support for Resources and Chief Executives into the Service Plan area there has been an opportunity to consider new ways of supporting the Directorates maximising the resources available. This change has meant Resources and Chief Executives have gained access to additional Finance / IT and Performance support that was previously not available, at no additional cost to the organisation. Resource and Business Management will support the Directorate Service Plan areas to achieve savings through procurement to keep the pressure off taking savings from front line services. 	

Section 7: Resources (1 page max)

- Staff numbers (39.8 fte)– Assistant Directors (1 fte), PAs (2 fte), Business & Project Development (9 fte), Customer Services (11.5 fte), Waste (1.6 ftes), HR (2 fte), Finance (12.7 fte)



- The resources have been reduced by £40k from 06/07 (2 FTE) to provide the same service
- 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>2006/07</u>	<u>2007/08</u>
Employees	£ 1,273k	£ 1,283k
Premises	£ -	£ -
Transport	£ 35k	£ 37k
Supplies and Services	£ 461k	£ 396k
Miscellaneous	£ 2,606k	£ 2,606k
– Recharges	£ 2,606k	£ 2,606k
– Other	£ -	£ -
Capital Financing	£ -	£ -
Gross cost	£ 4,375k	£ 4,322k
Less Income	£ 4,311k	£ 4,306k
Net cost	£ 64k	£ 16k

Section 7: Monitoring and reporting arrangements

This service plan will be monitored quarterly / regularly by DMT, Group Management Team and Executive Members using the Directorate /Corporate Management Framework .

