



Notice of meeting of

Executive

To:	Councillors Steve Galloway (Chair), Sue Galloway, Jamieson-Ball, Macdonald, Orrell, Reid, Runciman, Sunderland and Waller
Date:	Tuesday, 13 June 2006
Time:	2.00 pm
Venue:	Guildhall

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 Monday 12 June 2006, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday, 15th June, 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 interest they may have in the business on this agenda.

2. Minutes (Pages 1 - 8)

To approve and sign the minutes of the Executive meeting held on 30th May 2006.

3. Public Participation

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **10:00 am on Monday 12 June 2006.**

4. Executive Forward Plan (Pages 9 - 10)

To receive an update on those items which are currently listed on the Executive Forward Plan.

5. Corporate Strategy (Pages 11 - 42)

This report, presents for approval an updated draft of the Council's 2006-2009 Corporate Strategy, including a summary version which has been developed to communicate the Strategy to a wider audience.

6. Revised Joint Municipal Waste Management Strategy for the City of York and North Yorkshire "Let's talk less rubbish"
(Pages 43 - 84)

This report presents a revised Joint Municipal Waste Strategy for the North Yorkshire County Council and City of York Council waste management partnership and seeks approval to adopt the Strategy.

7. Bus Information Service Provision (Pages 85 - 98)

This report details alternative service provision for the Bus Information Service following the decision taken at Budget Council to close the office that operated from 20 George Hudson Street.

8. Scrutiny of Inclusive Decision Making in City of York Council
(Pages 99 - 134)

This report asks Members to consider the final report of the Inclusive Decision Making Ad Hoc Scrutiny Panel, which makes recommendations about improving the accessibility of the Council's decision making processes to the local community.

9. Urgent Business

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

Committee Minutes

MEETING	Executive
DATE	30 May 2006
PRESENT	Councillors Steve Galloway (Chair), Sue Galloway, Jamieson-Ball, Macdonald, Orrell, Runciman, Sunderland and Waller
APOLOGIES	Councillor Reid

1. **Declarations of Interest**

The Chair invited Members to declare at this point any personal or prejudicial interests they might have in the business on the agenda. Cllrs Macdonald and Jamieson-Ball each declared a personal and prejudicial interest in agenda item 7 (Relocation of Peaseholme Centre), as members of the Planning Committee which would deal with the subsequent planning application for the chosen site. Both left the room during consideration of this item and took no part in the discussion or decision thereon.

2. **Exclusion of Press and Public**

RESOLVED: That the press and public be excluded from the meeting during consideration of Annex 2 to agenda item 10 (5 Kings Square and 2-3 Kings Court), on the grounds that it contains information relating to the financial affairs of particular persons, which is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

3. **Minutes**

RESOLVED: That the minutes of the Executive meeting held on 16 May 2006 be approved and signed by the Chair as a correct record.

4. **Public Participation**

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

5. **Executive Forward Plan**

Members received and noted an updated list of items currently scheduled on the Executive Forward Plan.

6. Police and Community Safety Reform

Members considered a report which provided an update on emerging issues in respect of police and community safety reform, sought policy guidance on these issues and discussed their implications for the Council and for the Local Strategic Partnership (LSP).

The report summarised the policy themes and recommendations arising from the recently published Police and Justice Bill, which included recommendations from the review of the Crime and Disorder Act. The Bill covered a wide range of proposals in respect of police reform, crime and anti-social behaviour, and a single inspectorate for Justice, Community Safety and Custody. The review acknowledged the significant changes that had occurred since the creation of Crime and Disorder Reduction Partnerships (CDRPs) and sought to provide guidance on how they should be modelled and run in future. In particular, it recommended that CDRPs be subject to scrutiny by local authority scrutiny committees and that CDRPs and Police Basic Command Units (BCPs) should share coterminous boundaries. In respect of previous Home Office proposals to create a Strategic Police Force / Authority for the region, it was reported that orders had now been laid before the House of Commons, and the Council had until 11 August to lodge any objections.

Members commented that, due to changes in management at the Home Office a more acceptable “federated” option to the merger of police forces might now be open for consideration. They expressed concern that the governance proposals for CDRPs would reduce the accountability of the Safer York Partnership (SYP) to local residents and that introducing coterminous boundaries would result in a loss of focus on York issues.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That the recommendations of the Police and Justice Bill and the Crime and Disorder Act review, and their implications for York, be noted.

(ii) That the Executive maintains its view that the creation of a Strategic Police Authority could have adverse implications for the residents of York and that Officers be asked to continue to press the case for guarantees relating to the quality of service that might be expected in the City following any such change.

(iii) That the views of the Council be communicated to central government in writing.

(iv) That details of the Council’s position be communicated via the media and on its web site.

(v) That the Executive records its concern about the appropriateness of the LSP as a vehicle to manage the local

CDRP any instructs Officers to consider and report on ways in which accountability can be maintained.

(vi) That the CDRP boundaries should remain as they currently are.

(vii) That Officers consider and report on how the Neighbourhood Pride team might make, within the existing budget limitations, a greater contribution to community safety and the new neighbourhood policing initiative.

(viii) That the enhanced role for scrutiny committees in holding the CDRP's contributing agencies to account be noted.

(ix) That the formal broadening of the Section 17 definition (the Council's legal obligation to consider promoting safety and reducing crime) be noted, and that Officers be asked to consider how a Safe City unit might be established within the Council as one of the responses to this legislation.

REASONS: To ensure that the Council makes a clear and appropriate response to the government's recommendations on police and community safety reform, which aims to safeguard the interests of the City of York and the accountability of the SYP to local residents.

7. Relocation of Peaseholme Centre - Site Shortlist

Members considered a report which presented a shortlist of potential sites for relocation of the Peaseholme Centre and sought approval to carry out consultation with local residents, businesses and community groups around the shortlisted sites.

The Peaseholme Centre, a 22-bedded accommodation centre offering support to homeless people, was currently located within the Hungate redevelopment area, in a location scheduled for development of a new office complex. A core group of Officers had been established to oversee its relocation and they had now met and analysed all available sites against a set of agreed criteria. Details of this analysis were set out in Annex 1 to the report and in the revised Annex 1 circulated after publication of the agenda. Only two sites had met the criteria, namely 4 Fishergate and Monk Bar Garage. It was reported that a further site at 14 Jewberry had since been put forward in response to a Press statement inviting suggestions from the public as to possible alternative sites. This site, which adjoined Foss Bank Car Park, was not in Council ownership. Its potential use was therefore dependent on any plans which the current owner might have for the site.

Members were asked to consider three options:

Option 1 – agree the shortlist of sites and approve a detailed consultation

Option 2 – amend the shortlist of sites and approve a detailed consultation

Option 3 – not agree the shortlist and ask Officers to bring back alternatives.

Members noted that the current site was needed not only for Council offices but also for retail and housing use, as a key site for the Hungate redevelopment. The Peaseholme Centre had a good record of operating within the City centre and the new building would be designed to a high standard to ensure that it enhanced the surrounding area, whichever site was chosen.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That Officers be asked to investigate the feasibility of using the suggested site at 14 Jewberry and be given delegated authority to include this site in the shortlist for further consultation, if they consider it appropriate.

REASON: To ensure that all potential sites have been properly considered.

(ii) That, following that further investigation, consultation be carried out on all the shortlisted sites and a further report be brought back to the Executive meeting on 25 July 2006 giving details of the outcome of the consultation process and a detailed site analysis.

REASONS: In order to progress the necessary relocation of the Peaseholme Centre as quickly as possible, subject to appropriate consultation with the local community.

8. York Museums Trust Funding

Members considered a report which asked them to agree core funding for the York Museums Trust (YMT for the period 2008-2013 and to release £50k of capital funding to the YMT for a scheme to refurbish Kirkgate at the Castle Museum.

The legal agreement between the Council and the YMT required that the level of 5-year core funding for 2008-2013 must be agreed now. The report explained the YMT's current financial position, its business and capital plans, and set out the business case for continued revenue funding from the Council. The proposal was that the Council should continue to provide funding at the current level, with annual inflationary increases. The budget plan forecast that the YMT would start to generate surpluses in the last three years of the new funding period. These would provide a number of benefits, including removing the need for further "dowry" payments from the Council. In respect of capital funding, the Council was committed to providing £1.813m, to match fund the YMT's bid to the Heritage Lottery Fund (HLF). In view of the fact that the Council had been unable to allocate the agreed "dowry" funding in the 2005/06 budget, YMT had asked that £50k of the capital be made available immediately, to use as match funding in the refurbishment of Kirkgate.

Details of YMT's performance indicators for 2005/06 and expected performance by 2010/11 had been circulated to Members before the meeting. Members commented with approval on the proposal to increase residents' satisfaction with museums and galleries to 78% and on the inclusion of informal learning opportunities in the proposed targets.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That core funding for the York Museums Trust for the period 2008/9-2013/14 be continued at the current level, with inflationary increases guaranteed as set out in paragraph 43 of the report.

(ii) That £50k of the £1.813 capital funding be provided immediately, as a contribution to the refurbishment of Kirkgate.

(iii) That authority be delegated to Officers to enter into a deed with the Heritage Lottery Fund, if the Trust is successful in its HLF bid, as set out in paragraph 52 of the report.

REASON: In order to secure the future of the YMT and the successful refurbishment of the Council's museums.

9. York Racecourse Traffic Management

Members considered a report which presented the results of consultation on a Traffic Regulation Orders (TRO) aimed at tackling traffic management issues arising during race meetings, together with a traffic management plan put forward by the York Race Committee YRC).

Advertisement of the TRO had been approved by the Executive on 7 February 2006. Two responses had been received, both of which objected to the duration of the proposed restrictions and their disruptive effect on local residents. Copies were attached as Annex B to the report. The YRC's alternative traffic management proposals were attached as Annexes C and D. These outlined one set of restrictions for major race days such as Ebor Day (Annex D) and another for ordinary or "Other" race days (Annex C).

Members considered the following options:

In respect of the YRC's proposals:

Option 1 – implement the same traffic management plan for all race meetings, as originally proposed, and approved by the Executive;

Option 2 – implement two different plans, depending on the size of the race meeting, as proposed by the YRC.

It was noted that the costs of Option 1 would be around £40k per year. The Council had no funds set aside for management of traffic to events and no power to insist that the YRC fund traffic management measures for race days.

In respect of the TROs:

Option 1 – Approve the proposed TRO as advertised.

Option 2 – Approve a reduced selection of the proposals.

Option 3 – Abandon the proposals.

It was noted that the TRO encompassed a range of measures, but their use would depend upon the individual circumstances of each event and it was not intended that all restrictions would be put in place for every meeting. The needs of residents, students and businesses would be taken into account before each element of the proposed measures was introduced. The TRO as advertised would allow for the management of both of the traffic management plans put forward by the YRC. Hence Option 1 was recommended.

Having considered the advice of the Shadow Executive, it was

RESOLVED: (i) That Option 2 in paragraph 6 of the report (implementing two different traffic management plans, in accordance with the YRC's proposals) be supported in principle.

REASON: The YRC have developed their plan for the benefit of their customers and would not support, nor wish to pursue, the plan initially put forward.

(ii) That Officers be asked to continue negotiations with the YRC to secure funding for the necessary traffic management measures.

REASON: Whilst recognising that race meetings do bring significant revenue to the City, they are commercial events and the costs should not fall to the residents of York.

(iii) That Option 1 in paragraph 12 of the report (the introduction of a Traffic Regulation Order as advertised and shown in Annex A) be approved.

REASON: It is considered that this option allows sufficient flexibility to manage the traffic on the road network during race meetings.

10. 5 Kings Square and 2-3 Kings Court

Members considered a report which sought approval to sell the Council's freehold interest in 5 Kings Square and 2-3 Kings Court to the current lessees, who wished to carry out a refurbishment of the building.

The site was leased on a fixed rent and the the existing buildings would not revert to the Council until 2061. It was therefore recommended that the sale be approved, on the terms set out in Annex 2 to the report.

Having considered the advice of the Shadow Executive, it was

RESOLVED: That the site of 2-3 Kings Court and 5 Kings Square be sold to the Oakgate Group Plc, as existing lessees, on the terms and conditions outlined in the report and its annexes.

REASON: To secure a capital receipt for the Council, and in view of the fact that retaining the site would lead to erosion of the value of the fixed ground rent and might result in a deterioration of the existing buildings.

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.50 pm].

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Executive Meeting 13 June 2006

EXECUTIVE FORWARD PLAN

Table 1: Other items scheduled on the Forward Plan which should have been submitted to this week's meeting

Report	Author	Current Position	Likely Revised Date
Corporate Asset Management Plan	Neil Hindhaugh	Deferred for input from Directors	27/6/06

Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 27 June 2006

Report	Author	Current Position	Likely Revised Date
2006/07 Council Plan and Year End Performance Results for 2005/06	Peter Lowe	On schedule	N/a
2006/07 Statement of Accounts	Peter Steed	On schedule	N/a
Consideration of Waste PFI Outline Business Case	Sian Hanson	On schedule	N/a
Statement of Internal Control	Liz Ackroyd	On schedule	N/a
Update on York's first and second LPSAs	John Gibson	On schedule	N/a
Revised Joint Municipal Waste Strategy Report (formerly York & N Yorks Waste Management Strategy)	Kristy Walton	Deferred from 4/4/06	N/a
York Central	Sue Houghton	On schedule	N/a

Table 3: Items scheduled on the Forward Plan for the Executive Meeting on 11 July 2006

Report	Author	Current Position	Likely Revised Date
Capital Strategy Document 2006-9	Neil Hindhaugh	Deferred from 16/5/06	N/a
Clifton Family Centre, Burton Stone Lane	David Baren	On schedule	N/a

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Executive

13th June 2006

Report of the Head of Performance Improvement

Corporate Strategy

Summary

1. This report presents members of the Executive with an updated draft of the 2006-2009 Corporate Strategy including a summary version which has been developed to communicate the Strategy to a wider audience.
2. The Executive is asked to approve the Corporate Strategy and delegate approval for final editorial/presentational changes to the Leader and Chief Executive.

Background

3. The development of a Corporate Strategy is a significant step forward in helping to set out the direction and priorities of the Council over the medium-term. It is an essential component in CPA terms. It also addresses issues about “lack of direction” identified in a number of corporate reviews.
4. In the absence of such a strategy, in corporate planning terms, we have relied on the annual Council Plan/BVPP to articulate the Council’s strategy and direction albeit largely and necessarily for a 12 month period. The Corporate Strategy fills this void. It sets out a longer-term direction for the Council and means that the Council Plan in future will be the Council’s “in year” delivery plan supporting the Corporate Strategy as well as the Council’s other key strategies. The Council Plan also fulfils statutory BVPP requirements.
5. The Executive considered an initial draft 3-year Corporate Strategy on 16th May. Members of the Executive fully supported the priorities in the draft but requested that a number of further actions and customer satisfaction measures be added to the Strategy. These have now been added to the updated version (attached at Annex A).
6. Members also asked for the wording in the Strategy to be refined and a more accessible version to be designed. A shorter summary version of the Strategy highlighting a specific range of tangible actions and measures, and omitting much of the narrative in the main Strategy, has now been developed. This is attached at Annex B.

Consultation

7. At the heart of the Corporate Strategy are the thirteen Improvement Statements which have been developed over the past few months. These have been directly informed by the views expressed by, and priorities of, residents of the city. These have been developed jointly by all chief officers with input from the Leader and Executive and as such have a high degree of ownership and buy-in. This will be key to ensuring that the Corporate Strategy generally, and the Improvement Statements specifically, succeed in helping to give clarity and focus; key requirements in CPA terms.

Options

8. Members of the Executive have previously approved the need for, and importance of, having a Corporate Strategy which sets out the direction and priorities of the Council over the medium-term. This report seeks to finalise the detailed content and presentation of the Strategy.

Corporate Objectives/Priorities

9. The Corporate Strategy which is at the heart of this report will set the Council's priorities for the next three years. The main Corporate Strategy also sets out clearly how the Improvement Statements fit with the Council's Corporate Aims and the wider Community Strategy themes. This helps link different levels of the planning framework together and maintains the essential "golden thread". Reference to these planning links have however been omitted from the summary version of the Strategy. The Council Plan will provide more information on these elements detailing all performance indicators and key actions.
10. Taken together, the 3-year Corporate Strategy will express the corporate priorities for the Council and annual council plans will set out the actions to deliver them. Clear and effective signposting between both documents will therefore be essential, as will signposting between the Council Plan and other key strategies.

Implications

11. In developing the Strategy, the likely implications of prioritising the thirteen Improvement Statements have been considered. These implications are significant and are described in detail in the Strategy. They include:
 - being the focus of senior management attention
 - shaping CMT/Executive agendas
 - influencing resourcing decisions (financial, people, property, IT)
 - providing the focus for corporate performance monitoring
12. Work is now underway which will ensure that the Corporate Strategy will "make a difference" in practice. This will include developing and implementing a wide range of actions which will result in the changes detailed in paragraph 9 above.

13. The Strategy includes key one and three year actions which are in existing plans, and existing key measures. These are however intended only to be illustrative. It is anticipated that these actions will be reviewed as part of detailed work being undertaken on each priority with the possible addition of new actions and amendment or deletion of others. It is also anticipated that “better measures” (not necessarily those measures which currently exist) will be developed to measure/monitor progress against the Improvement Statement outcomes.
14. The Corporate Strategy will need to be reviewed annually to inform annual Council Plans. We may also need to update the document to take account of the Local Area Agreement for York and any revised actions or measures. We do not however anticipate that the priorities would change within the currency of the 3 year Strategy. This will provide the required longer-term focus.
15. The main version of the strategy will be important to all our stakeholders including partners, elected members and government bodies (for example, the Audit Commission) but will remain principally an internal document. The summary version will be the external face of the Strategy and be key in communicating the priorities to the general public. It will also be important in helping to communicate the Council’s priorities to our staff and to help maintain focus on them.
16. The attached drafts have been updated but will still need some degree of final editing and further improvements to their presentation prior to publication. Subject to approval of overall content of the Corporate Strategy by the Executive, it is anticipated that the main Corporate Strategy will be produced by end of June – and the summary version will be produced as soon as possible afterwards. In order to achieve this date, the Executive is asked to delegate approval to final editing/presentational changes to the Leader and Chief Executive.
17. **Financial** - There are no specific financial implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.
18. **Human Resources** - There are significant HR implications arising from the proposed Corporate Strategy as there will need to be considerable changes in the way the Council manages and organises it's human resources in order to achieve the corporate strategy. These will include the reprioritisation of resources and the realignment of the HR Strategy in order to underpin the work required in this area. The specific implications of each of the priorities will be identified in turn and considered at the appropriate time.
19. **Equalities** - There are no specific implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.
20. **Legal** - There are no specific legal implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.
21. **Crime and Disorder** - There are no specific implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.

22. **Information Technology** - There are no specific implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.
23. **Property** - There are no specific implications arising from this report but there may be implications within each of the priorities and will be identified on an individual basis. These will be considered at the appropriate time.

Recommendations

24. Executive is asked to:
 - a) Agree the draft 2006-9 Corporate Strategy documents - attached as Annex A and Annex B.
 - b) Delegate approval for any final editorial/presentational changes to the Leader and Chief Executive with a view to producing the main Corporate Strategy by end June 2006 and the customer version as soon as possible after this date.

Contact Details

Authors

Kevin Banfield,
Colin Mockler

Chief Officer Responsible for the report:

Colin Mockler: Head of Performance Improvement

For further information please contact the authors of the report

Annex A Draft Corporate Strategy – main version
Annex B Draft Corporate Strategy – summary version



CORPORATE STRATEGY 2006-2009

DRAFT

Table of Contents

Leader's foreword	2
Chief Executive's foreword	3
Introduction and profile of York	4
City of York Council – Helping to Shape the City's Future	5
Our priorities	7
Our priorities in detail	8

Leader's Foreword

Leader's
photograph

We have a lot to be proud of in our city.

Despite the well-publicised background, of having the lowest income of any comparable council in the country, we have achieved "good" scores in independent assessments of our service quality.

We now aim to achieve even more as we launch this three-year programme.

Our attention must be focussed on the problems which residents have highlighted to us as their top priorities.

We will be addressing issues around community safety, our environment, sustainability, our economy, and tackling inequality in health and housing provision.

With ever-greater concerns over the local effects of the global environmental challenges we face, our ability to create a sustainable city is a key underlying objective. The council has decided that transport, waste-management and people's local environment will receive priority attention over the next three years.

Local residents see reducing street level crime, anti social behaviour and nuisance as a high priority. We will continue to treat community safety, and reducing the fear of crime, as key objectives.

As a leader in the city, City of York Council has a duty to ensure that everyone can share in the prosperity provided by our gradually improving local economy. In the areas of housing, healthy lifestyles and opportunities for disadvantaged children and families, we will be relentless in our bid to tackle inequality.

This is an exciting and testing agenda and I commend it to everyone – elected members, staff and our partners. It will need to be tackled with commitment, focus and energy. I look forward to working with you to see us through the challenges ahead.

Councillor Steve Galloway
Leader
City of York Council

Chief Executive's Foreword

Chief
Executive's
photograph

Two years ago the city council adopted the following vision – *'City of York Council – a council to be proud of'*

The detail to this vision sets out our expectations of the sort of council we want to be. I wholeheartedly share this vision and believe that this corporate strategy is fundamental in helping to deliver it

I know that staff are proud to work on behalf of local residents – our staff survey results tell us that. But I also know that staff must be given more opportunity to deliver ever better services to our residents and visitors.

This council has lots to be proud of. We deliver a significant amount given our relatively low level of spending. But I am aware that expectations of the council are constantly changing and demands increasing. Therefore over the next three years I want us to become more alive to different ways of delivering services. We must continue to stretch our community leadership role and adapt our ways to take in more partnership working. We need to be open minded to different ideas and continually challenge what services we deliver and how we deliver them.

In difficult financial circumstances, we know that we cannot do everything that we want to do. This corporate strategy renews a sense of purpose and direction for the organisation. The 13 priorities at the core of this strategy will provide the enduring focus for the next three years. It will become the focus for me and my management team.

This document, and the one-year council plan that will support it, explains what these priorities mean and sets out what we will practically do to deliver them. I am confident that our planning and performance frameworks will also set out how we will deliver and support the whole range of important activities we undertake.

Delivering the corporate strategy will be a big challenge. How we implement this corporate strategy will in itself be a key test for our developing corporate working. I know that if we focus on the issues in this strategy, we can be equal to that task.

David Atkinson
Chief Executive

Introduction

This is the Council's first three-year corporate strategy.

Its development is a big step forward in helping to set out the direction and priorities of the council over the next three years. It is an essential component of our planning framework, bringing together the way we are responding to national, regional and local events.

It does not cover everything that the council does. Instead it focuses attention on a small number of priorities that are areas where the council must deliver high quality services and improvement.

Profile of York

York is a prominent city both nationally and internationally. It is an historic centre and one of the UK's most visited tourist destinations. York has excellent rail links across the country, is a centre of academic excellence, and is an important location for the Church of England.

The city area has a total population of 184,000 which includes many small towns and villages surrounding the city . It has a range of diverse communities with a relatively small but increasingly significant minority ethnic population of 4.9 per cent which doubled between 1991 and 2001. Each year York receives nearly 5 million visitors and surveys show we are one of Britain's most popular cities.

Overall York is a relatively affluent city but this masks pockets of deprivation. There are low levels of unemployment in the city, but high levels of relatively poorly paid jobs, most associated with the tourist sector. Over the last few years, York has responded to the relative decline in employment in traditional local industries (such as chocolate manufacturing and railways) by developing a high-tech and science based industrial sector linked to our universities. Science City York will play an increasingly important part in the development of the city.

Educational attainment in York is high, GCSE/GNVQ and GCE/VCE A/AS achievements are significantly higher than both the Yorkshire and Humber and England average. However, according to the Basic Skills Agency (2003) 23per cent of the population aged 16-60 years have poor literacy and numeracy skills

Despite a continuing fall in the city's overall crime rates, York remains in the government's high crime quartile. 2005/6 saw a fall in the incidence of some priority crimes, such as violence and domestic burglaries, when compared with 2004/5. The incidence of vehicle crime increased significantly this year however, though detection rates for this also rose, by 50per cent over the course of 2005/6.

The population of the City is increasing and is projected to increase by 4.2per cent between, 2001 and 2011 and by 8.3per cent up to 2021. Life expectancy at birth for children born in York between 1998 - 2000 is above the national average. Population growth and a decrease in the average number of people per household is placing

pressure on housing. 'Affordable' housing is in particularly short supply and house prices are well above the regional average. Given the historic nature of the city's built environment, planning and development are highly sensitive issues.

City of York Council: helping to shape the city's future

This Corporate Strategy covers the three years up to March 2009 and is a key part of the council's planning and performance management framework. It builds on the council vision and draws on other information to determine what we are going to do to support the city's 20 year Community Strategy.

The Community Strategy - 'A City Making History' sets out the city's ambitions and was developed by Without Walls, York's Local Strategic Partnership. The council vision below, is an expression of the type of organisation we want to be. It impacts on what we do and how we do it.

Council Vision

Working for the city as it makes history the council will play its part by:

- Delivering what our customers want
- Providing strong leadership
- Supporting and developing people
- Encouraging improvement in everything we do

City of York Council – a council to be proud of

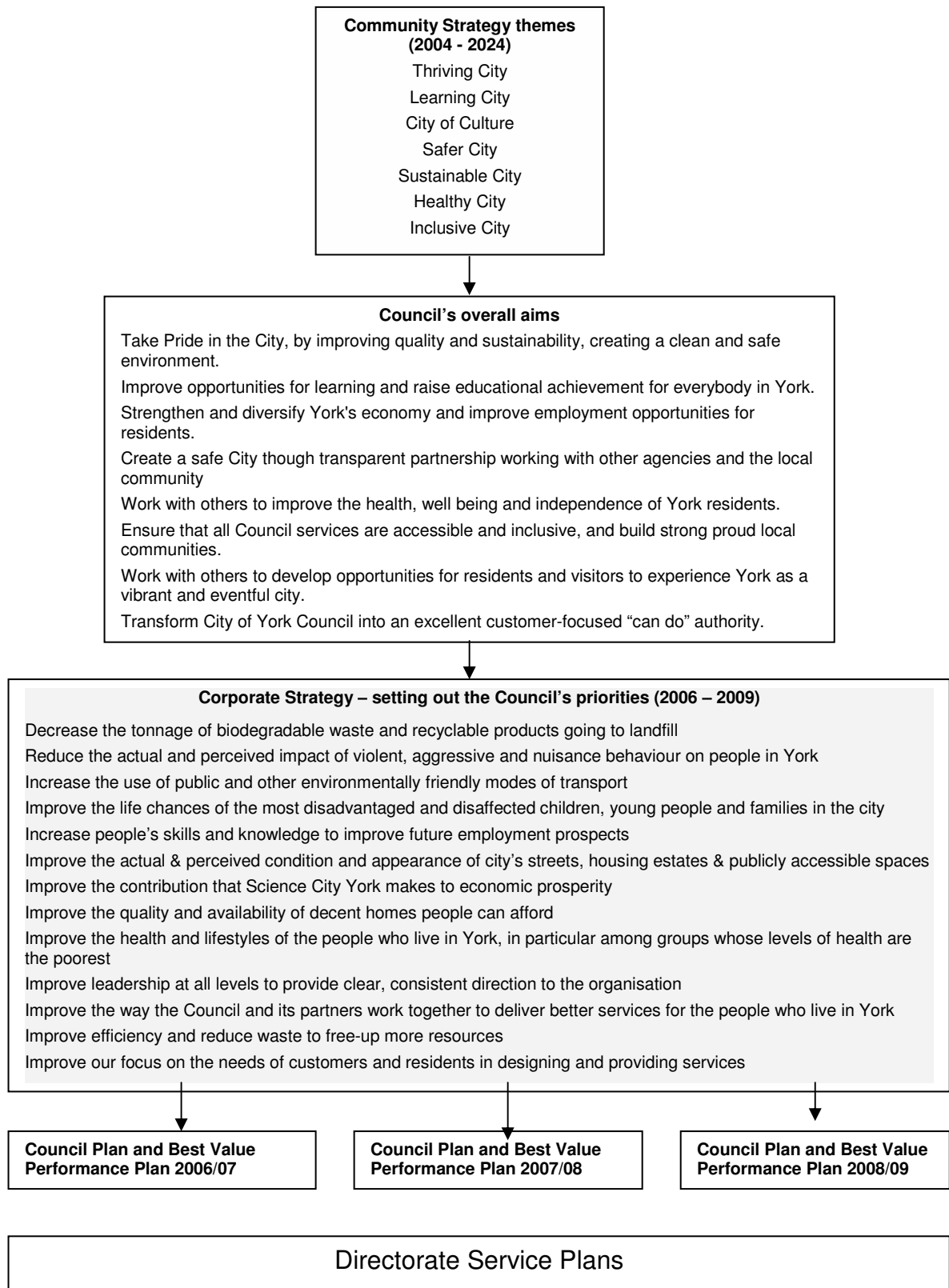
The Corporate Strategy helps create this type of organisation by stating what we are going to improve over the next few years for our customers and in what ways we are going to change. At the heart of this strategy are the 13 priorities and these have been chosen taking into consideration information from a wide range of sources including:

- the views of local people
- how much difference the priority would make to our customers
- national and regional initiatives
- contribution to the ambitions in the Community Strategy
- the views of elected members
- the views of our staff.

The 13 priorities have been collected together under a smaller number of headings which reflect the things that residents have told us are important or are most concerned about.

Figure 1 shows the overall planning framework and the critical role that the priorities, at the heart of this three-year corporate strategy, have in supporting the long-term aims of the city. This also shows how the actions cascade into annual council plans and ultimately into service plans.

Figure 1 – Our Planning Hierarchy



Implications of corporate priorities

It has been a key development for the council to put in place a corporate strategy, agreed across all directorates and by the council's ruling Executive, but this is only the start. Further development work will be carried out to ensure that the actions and targets set out under each priority becomes a focus for the council's Corporate Management Team and Executive.

We will make the priorities real by:

- developing the way we set our budget to make sure that we have the funding to support these priorities.
- the way we plan as an organisation, making sure that the whole council works together to deliver the priorities
- linking our the planning that individual services do into these priorities
- making sure the way we measure our performance allows the council's Executive and Corporate Management Team to keep the focus on these issues
- concentrating our communications around these issues
- focusing our training and development spending around these issues.

Working in a more collective way, together with our partners, will help us to provide services that customers are delighted with.

Our priorities in detail

The next pages set out the priorities in detail. They give a flavour of some of the key things we will deliver in the next 12 months and what will be achieved over the course of this strategy. Details of how success will be measured and how the priorities make a real difference to life in York are also included.

IMPROVING QUALITY AND SUSTAINABILITY

Decrease the tonnage of biodegradable waste and recyclable products going to landfill



Why is this a priority?

Ensuring that York is a great place to live and visit now and in the future is key to its long-term success. We want to make sure that we minimise the amount of waste that is generated and maximise levels of recycling. Moreover, if we put too much biodegradable waste into landfill we could face multi-million pound fines. As a city we currently recycle less waste than other cities so we have some catching up to do, but are confident that our long-term Waste Strategy will enable us to do so.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Improve recycling facilities at Towthorpe and the new Hazel Court facility
- Improve green waste collections and kerbside collections of cardboard and plastic bottles
- Open Eco-depot
- Undertake a review and audit of the amount of waste generated, and disposal methods, of waste from council activities

Over the course of this strategy ...

- Identify and start procurement of access to a waste treatment facility
- Review collection of commercial waste to reduce the impact of disposal charges, landfill tax and LATS
- Work with Planning Services to develop a more environmentally friendly planning policy for York (for instance approving new business sites with their own recycling facilities)
- Set targets and implement actions to reduce the amount of waste generated by the council and increase the amount of waste recycled and composted

How we will measure what difference we have made

- Lower tonnage of biodegradable waste going to landfill
- Higher number of households are served by kerbside recycling
- Higher percentage of household biodegradable waste is sent for recycling

- Lower amounts of waste collected per head of population
- Lower amounts of landfill tax is paid and penalties are reduced/eliminated
- Increased percentage of people satisfied with doorstep waste recycling collection

IMPROVING QUALITY AND SUSTAINABILITY

Increase the use of public and other environmentally friendly modes of transport



Why is this a priority?

Congestion is a significant barrier to people travelling around the city and is also environmentally damaging.

Traffic levels, in particular in the city centre, cannot continue to grow or be sustained at their present levels.

We need to make sure that people can travel around the city quickly and safely – and in the most sustainable way. The actions in this strategy, which form part of an overall Local Transport Plan, will address this.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Introduce first phase of FTR fleet
- Build 500 meters of off-street cycle route
- Implement reduced parking charges for environmentally friendly vehicles
- Implement actions to increase usage levels of key bus services
- Start work on Moor Lane and Hopgrove outer ring road improvements
- Undertake travel to work survey of council staff

Over the course of this strategy ...

- Use the pending Vehicle Replacement Programme as an opportunity to help minimise the negative impact of the council's own vehicle fleet
- Improve bus services by extending route options and running times of the Park & Ride service (ie new A59 site and Askham Bar extension)
- Begin the development of a Sustainable Transport Centre (Terminus) and implement the bus engine changeover project
- Introduce real-time information for bus passengers
- Undertake rationalisation of council, health and voluntary sector transport

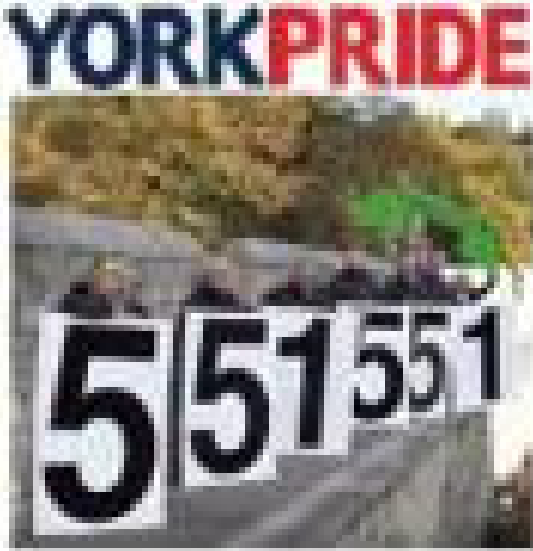
How we will measure what difference we have made

- Increased modal shift from car use to more sustainable means of transport
- Increase in people using buses and trains to travel to and in York
- Reduced congestion on York's roads
- Increase in percentage of people satisfied with their local bus service

- Improved safety in travelling and getting around
- Improved air quality in York's city centre
- Increased cycling trips within York – including two wheeled powered cycles and children cycling to school
- Reduced carbon emissions

IMPROVING QUALITY AND SUSTAINABILITY

Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces



Why is this a priority?

People who live in well looked-after surroundings where they have a real sense of pride is essential to the strength of community feeling within the city.

Satisfaction with the cleanliness of local areas has gone up but we plan to increase it even further.

Our new Neighbourhood Services teams will deliver improved street level services and customise services to address local needs. We will make it clear to residents exactly what standards they should expect to see on streets, estates and open spaces.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key 'street-level' Performance Indicators
- Set up a new Directorate of Neighbourhood Services focussed around delivering improved street level services
- Develop Neighbourhood Action Plans so services can be customised to address local needs

Over the course of this Strategy ...

- Improve road and footpath maintenance
- Improve appearance of Council owned housing estates
- Introduce descriptions of Neighbourhood Service Standards so that residents are clear what the council aims to provide 'on the ground'

How we will measure what difference we have made

- More land and highways which have acceptable levels of litter and detritus
- More people satisfied with local cleanliness and their local area or neighbourhood

- More tenants satisfied with the maintenance of their local open spaces
- Less land and highways where unacceptable levels of graffiti and fly-posting are visible

CREATING A SAFE CITY

Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York



Why is this a priority?

Making sure that people can go about their lives without fear of being attacked, abused or feeling intimidated by persistent nuisance behaviour is essential.

Levels of crime in the city are reducing but tackling crime and Anti-Social Behaviour remains a top priority for the Council and the city. There is a range of steps being taken to make communities much safer places.

Examples of responses to day-to-day problems include more visible policing in neighbourhoods and a call-out service available at weekends to report noisy, night-time parties. .

Some of the key things to deliver this priority are:

In the next 12 months ...

- Improve policing at a neighbourhood
- Introduce more enforcement measures to deal with noise nuisance
- Implement second stage of the Parenting Strategy

Over the course of this strategy ...

- Increase the range and quality of interventions by the Youth Offending Team, which help reduce the number of young people involved in crime and anti-social behaviour
- Increase the use of CCTV through the introduction of mobile cameras in anti-social hot-spot areas around York
- Implement changes to make better use of the council's new Anti-Social Behaviour Order (ASBO) and enforcement powers

How we will measure what difference we have made

- Improved perception of community safety among residents
- Improved perception among residents of young people causing a nuisance
- Reduced level of anti-social behaviour

- Reduced level of disorder related to alcohol consumption
- Reduced level of criminal damage

OPPORTUNITIES FOR EDUCATION, SKILLS AND LEARNING

Increase people's skills and knowledge to improve future employment prospects



Why is this a priority?

People need to be equipped to gain the jobs they want. This means helping teenagers to get the qualifications they need to move into work or further education. It also means helping people who may have missed out on those opportunities by leaving school or college early and those who want to change direction. For teenagers there will be more vocational courses on offer and a new centre where they can develop the skills needed in this type of work. Older adults will be able to take courses to improve Basic Skills and learn in a range of different settings, including new Library Learning Centres.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Increase the number and variety of vocational courses for 14 – 19 year olds
- Build the 14 – 16 skills centre on the Danesgate site
- Begin to establish a network of Library Learning Centres, starting with Acomb library
- Develop a York Youth Award that will formally credit young people with their contribution to society
- Continue planning for the reorganisation of secondary education in the west of the city
- Increase the provision of basic skills and level 2 learning

Over the course of this strategy ...

- Open the Danesgate Skills Centre
- Replace Manor school and merge Lowfield and Oaklands schools in an extensively refurbished building on the Oaklands site
- Improve and enhance the worst primary school buildings in the city, subject to availability of capital funding
- Design and develop a web-based 14 – 19 prospectus for all young people in York
- Open further Library Learning Centres at key sites in the city, including New Earswick, subject to capital funding

How we will measure what difference we have made

- Increased percentage of leavers with five or more GCSEs at A-C grades
- Decreased percentage of 16-18 year olds not in Education, Employment or Training

- Increase percentage of end of Key Stage 4 pupils taking a vocational subject
- Increased number of adults gaining basic skills as part of the Skills for Life strategy

STRENGTHENING AND DIVERSIFYING YORK'S ECONOMY

Improve the contribution that Science City York makes to economic prosperity



Why is this a priority?

With the reduction in traditional employment sectors it is essential that York has a broader based economy to supplement employment opportunities and provide stable employment levels. This will help York to be a sustainable city in the years ahead. Businesses built around new scientific knowledge have been fostered as part of the Science City York initiative.

This is a growing and important sector of the economy nationally which will bring investment funds and give rise to an increasing number of new jobs. Making the best of these opportunities for York residents is essential.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Start to implement the newly approved four year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Devise with the other five national Science Cities, a strategy which will feed into and influence the government's 2007 spending review

Over the course of this Strategy ...

- Strengthen and modernise the economy of the city and its surrounding area by progressing the agreed vision of creating 15,000 new jobs in the knowledge-based sector by 2021
- Implement further elements of the four year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Review, with key stakeholders, the future organisational requirements of Science City York in delivering both the city and the national science city strategy

How we will measure what difference we have made

- Increased number of jobs in knowledge-based sector
- Increased average earnings

- Increases in York's overall economic performance compared against regional and national trends/indicators

ENSURING SERVICES ARE ACCESSIBLE AND INCLUSIVE

Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city



Why is this a priority?

Ensuring that people have the best possible start in life is essential in enabling everyone to realise their full potential. It is also a key national priority. The Council plays a key role in helping children who experience disadvantage and lack means to support themselves. This includes protecting children at risk. One of new ways we'll be doing this is by opening children's centres over the next three years. These will offer facilities, services and advice all under one roof for children, young people and families. In addition, a number of schools will extend what they can offer to children and the local community beyond the normal school day

Some of the key things to deliver this priority are:

In the next 12 months ...

- Open two children's centres to serve areas of greatest disadvantage
- Develop the inclusion strategy for all pupils with special educational needs
- Ensure that the Youth Offer in York includes a comprehensive range of facilities and opportunities for young people
- Establish three locality planning boards to co-ordinate the work of all agencies providing services for children and young people across the city
- Improve on previous best performance in external assessment at all key stages
- Increase the number of extended schools in the city making the full range of provision
- Improve the educational provision made for Looked After Children
- Extend the specialist fostering scheme so that more children in care have the chance to live in families

Over the course of this strategy

- Open a further six children's centres
- Improve support to disabled children through the better integration of services
- Undertake targeted benefit take up and awareness campaigns to support children, young people and families
- Improve the value added rating for primary schools to at least the national average and maintain top quartile performance for secondary schools

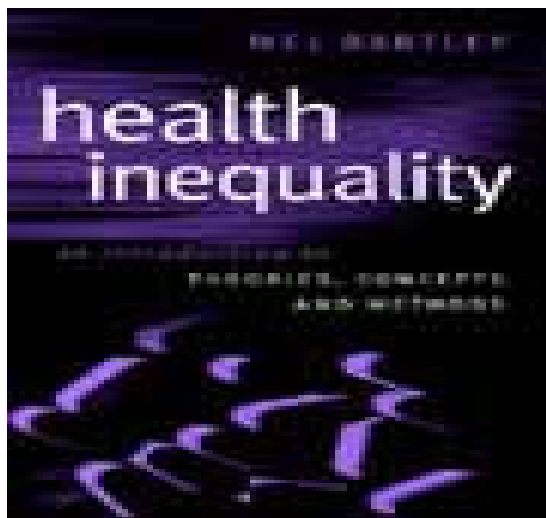
How we will measure what difference we have made

- Reduced % of children and young people who live in York live in poverty
- Reduced number of young people of school age not in mainstream education/educated other than at school

- Improved relative educational attainment amongst most vulnerable groups of children and young people

IMPROVING HEALTH AND WELL-BEING

Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest



Why is this a priority?

York has one of the lowest levels of participation in sport and physical activity of any area in England. The city's vision is to see York become a world class city in terms of participation in health and physical activity, so there is much work to do. Poor health often prevents people participating in their communities. Health inequality exists in York and there is a worrying concentration of poor health in some areas of the city and among particular groups and communities. Promoting healthy lifestyles and facilitating healthy living will enable all people to enjoy a better quality of life.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Complete work on the expansion of Oaklands Sports Centre
- Improve sports facilities throughout the city
- Establish a city centre one stop shop to provide impartial and confidential advice for young people
- Encourage schools to offer at least two hours of high quality PE and school sport both within and beyond the curriculum every week for every child
- Improve school meals by using better ingredients and educate children about healthy eating
- Implement actions to reduce teenage pregnancies
- Increase the number of schools achieving the healthy foods standard

Over the course of this strategy ...

- Replace or refurbish Edmund Wilson Swimming Pool
- Improve access to health services for people for rough sleepers and other groups with comparatively poor health
- Increase the benefit take up of groups whose level of health is the poorest
- Provide older people with support to help them live independently
- Develop better facilities for indoor and outdoor sport
- Work with organisations involved in Active York to deliver an inclusive programme of active recreation across city
- Re-model services to give people with disabilities greater choice and independence in their lives

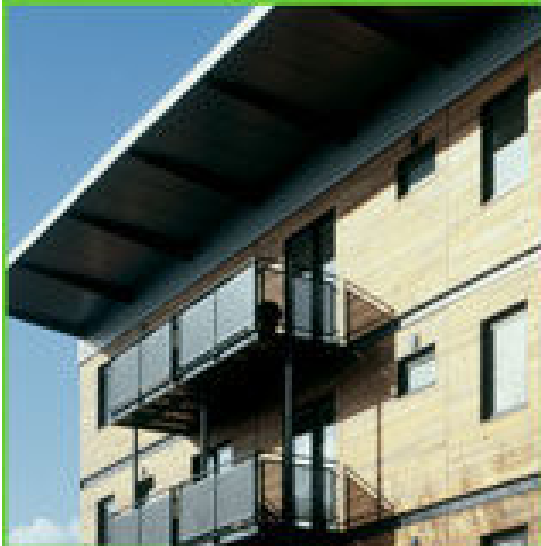
How we will measure what difference we have made

- Reduced variation between neighbourhoods and groups of people with ill-health
- Increased percentage of adults taking part in at least 30 minutes moderate intensity sport and active recreation on three or more days a week

- Increased percentage of 5-16 year olds participating in an average of two hours high quality PE and school sport per week
- Lower number of teenage pregnancies
- Increased proportion of older people able to live at home

ENSURING SERVICES ARE ACCESSIBLE AND INCLUSIVE

Improve the quality and availability of decent affordable homes in the city



Why is this a priority?

Residents see housing as one of the biggest issues for York. A recent Joseph Rowntree Foundation study emphasised that in York more than a third of young working households do not earn the levels required to raise a mortgage on a modest starter home.

York is out of step with the region in having higher than average house prices, low vacancy levels and better than average housing conditions. Only 26 per cent of homes built in 2003/4 were 'affordable'. Increasing affordability and driving up housing quality remains a priority for local residents.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Improve over 1,400 council homes during the year
- Start work on constructing new ArcLight centre
- Start work on refurbishing Travellers sites (subject to external funding)
- Make the best use of Planning policies to increase the number of affordable homes in the city
- Reduce number of non-decent homes in the city

Over the course of this strategy ...

- Increase number of affordable homes built using Planning policies and Housing Corporation funding
- Allocate affordable homes according to better analysis and understanding of people's housing needs
- Design routes to modern, adaptable homes for older people
- Continue investment to modernise council housing and develop initiatives to help with improvements to privately owned homes
- Continue to improve existing sites for travellers and assess provision against housing needs

How we will measure what difference we have made

- Increased number of new affordable homes
- Increased percentage of people whose housing needs are met
- Reduction in number of homes below the decency standard

- Reduction in number of people who are homeless or sleeping rough
- Increased percentage of York's housing market within the affordable threshold

ORGANISATIONAL EFFECTIVENESS

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



Why is this a priority?

The best organisations today are those which understand what matters to those they serve and can tailor what they do to fit those needs. We need to do more to move in this direction in many of the services we deliver. We will make it easier for people to contact us, using the latest channels such as the internet, to tell us about issues of concern and to find out about and request services. In some areas making improvements will require changes beyond the city, perhaps at the level of national government policies.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Make it easier for customers to contact the Council by establishing the York Customer Centre
- Increase the range of service available 24 hours a day through the council's website
- Develop, implement and promote a corporate system which encourages feedback from customers
- Review existing Customer First measures and introduce revised corporate customer service standards and measures

Over the course of this strategy...

- Transfer further phases of the council's customer contact into the York Customer Centre
- Improve the quality of the experience of people contacting the council and increase the range and availability of ways in which people can contact the council.
- Promote the use of more efficient ways for customers to enquire, book and pay for council services
- Use the information from the consultation and customer comments and complaints to improve the way that the council responds to, and uses, feedback from customers
- Develop ways to have greater levels of involvement from customers and residents in the design and review of services

How we will measure what difference we have made

- Increase in percentage of residents satisfied with the services provided by the council
- Increase in percentage of services used by customers that are designed or reviewed involving customers or using customer feedback and complaints
- Improved CPA corporate assessment rating

- Increase in percentage of 'one and done' single contacts with the council
- Reduction in 'end to end' time to satisfy customer requests
- Greater availability and use of different ways to access council services

ORGANISATIONAL EFFECTIVENESS

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

Why is this a priority?

In early 2005 the council asked a Peer Review to provide us with an outsiders view of where we needed to improve. One of the key messages they gave us was that we needed to be clear about what we want to achieve over the next few years. By this they meant being clear about our ambitions and working with more collective focus on a commonly agreed agenda for the whole organisation. This clarity, and the leadership necessary to drive through the priorities, will release the potential inherent in the council's staff. Implementing this corporate strategy will be a mechanism to improve our corporate leadership.



Some of the key things to deliver this priority are:

In the next 12 months ...

- Define clearly what kind of organisation we want the council to be
- Improve internal communications to ensure that people, particularly our staff, know what the council's priorities are and what they mean
- Use this corporate strategy to help focus attention on delivering the council's priorities

Over the course of this strategy ...

- Translate the definition of what kind of organisation we want the council to be – into a clear policy framework which helps shape everything which we do
- Develop ways in which to improve and promote effective leadership at all levels – including that provided by senior managers and elected members

How we will measure what difference we have made

- Improved CPA corporate assessment rating
- Improved staff survey results relating to the council's leadership

- Improved Annual Audit feedback/results

ORGANISATIONAL EFFECTIVENESS

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



Why is this a priority?

Well-developed partnership working is a key indicator of a confident and successful organisation. Successful strategic partnership working is key to delivering the community strategy for York. In the next year we will develop and agree York's first Local Area Agreement. Over the next two years we will undertake the first review of the Community Strategy. A key requirement will be to develop the council's approach to partnership working, adapting to the potential loss of direct control inherent in partnership working and strengthening our city leadership role across the whole of the public and voluntary service sector.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Work with our partners (for example, health, police) to develop a Local Area Agreement (LAA) which will be the foundation for delivering more integrated, higher quality services to people in York in the future
- Review the Local Strategic Partnership structure

Over the course of this Strategy ...

- Review the Community Strategy to ensure that the priorities within it are still the most important things to the people of York
- Work more closely with partners in the city in order to deliver better public services
- Improve the effectiveness and profile of the LSP
- Review the purpose and added benefit of our partnership arrangements
- Develop better ways to capture and share knowledge with our partners by utilising the opportunities and technology delivered by easy@york

How we will measure what difference we have made

- Improved CPA corporate assessment rating
- Improved Annual Audit feedback/results
- Successful delivery of LAA

- Positive Partnership survey results
- Improved Customer opinion (about how well the council and its partners work together)
- Increase in effectiveness of LSP

ORGANISATIONAL EFFECTIVENESS

Improve efficiency and reduce waste to free-up more resources



Why is this a priority?

The resources available to pay for services and activities are always under pressure given the various competing demands upon them. That's why it's important that we use these resources as efficiently as possible. Routinely increasing efficiency is something that the Government expects of all local authorities under its annual Gershon reviews and we know that residents and council taxpayers expect nothing less. By making our activities more efficient we will free up resources to do more, or will make cost savings to balance the council's budget.

Some of the key things to deliver this priority are:

In the next 12 months ...

- Undertake an agreed programme of efficiency projects
- Implement ways in which we can improve our organisational effectiveness in order to deliver better, most cost effective services to our customers
- Promote and embed the use of the council's approved service improvement and project/programme management approaches
- Continue the energy and water use audit, set targets and implement changes to reduce energy and water use by the Council

Over the course of this strategy ...

- Undertake a further programme of efficiency projects to improve efficiency and the quality of services provided to our customers
- Further develop the easy@york programme to bring in and improve additional services
- Implement attendance management strategy
- Develop and implement a competition strategy, procurement strategy and three year procurement plan
- Improve the management of the Council's assets
- Implement actions to monitor and energy and water use by the council

How we will measure what difference we have made

- Increase percentage of citizens satisfied with overall service provided by the council
- Reduction in the council's overall running costs

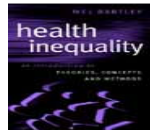
- Improved CPA Use of Resources and VFM assessments
- Increased attendance levels
- Increased levels of staff satisfaction and motivation

FRONT COVER



Corporate Strategy 2006 – 2009 Summary

Helping to shape the
future of the city



BACK COVER

Want to know more?

On the internet . . You can download this summary in PDF format from the Council website on www.york.gov.uk.

In accessible formats . . If you would like to receive a copy in large print, Braille, audio cassette or electronic version then please contact the Performance Improvement Team (PIT).

In other languages . . If you would like this information in a community language please contact the Performance Improvement Team.

In the future . . .

This Strategy will be reviewed every year to see how well we are doing. If you want to receive a copy of the first review next year then please contact the Performance Improvement Team.

To contact the Performance Improvement Team:

- ☎ 01904 551723 or 552002
- ✉ kevin.banfield@york.gov.uk or
- ✉ colin.mockler@york.gov.uk
- 📄 Performance Improvement
City of York Council,
The Guildhall,
York YO1 9QN

LANGUAGE BOX

ABOUT THE STRATEGY



Welcome to this summary version of the council's first 3-year corporate strategy.

The corporate strategy sets out the council's new 13 priorities, which will be delivered over the next 3 years

These priorities cover key areas of the Council's business.

They focus on improving key areas which are important locally and nationally.

As well as the priorities themselves, we have also included some of the key things that will be done to deliver the priorities over the next 12 months and over the course of this 3 year strategy.

These are not however all the actions which are taking place to deliver the priorities and relate to only a few of the hundreds of services that the Council provides.

They are however the actions which we think will make most difference "on the ground" in these priority areas.

They are also improvements which are tangible and that you will be able to easily judge whether we have delivered or not.

We have also included ways by which you will be able to see what difference has been made.

For example, in relation to the Transport priority, *increasing the use of public and other environmentally friendly modes of transport*, the real measure of success of actions like introducing the ftr bus fleet and building more cycle routes will be a reduction in city centre congestion - with more people using public transport and cycles.

This in turn will lead to reductions in levels of carbon emissions which are damaging to the environment.

These benefits, and the benefits outlined in respect of the other 12 priorities in this summary, will not be delivered overnight but it is anticipated that by the time that this strategy comes to an end in 3 years time that these they will have made a noticeable difference.

JOINT FOREWORD FROM LEADER & CHIEF EXECUTIVE



DNA photo

We have a lot to be proud of in our city.

In spite of having the lowest income of any comparable council in the country, we have achieved "good" scores in independent assessments of our service quality

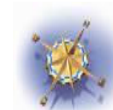
We now aim to achieve even more as we launch the Council's first Corporate Strategy.

It is vital that we prioritise as we know that we cannot do everything. This Strategy will help to focus on the problems which residents have highlighted as their top priorities. These include community safety, sustainability, our economy, and tackling inequality in health and housing provision.

This is an exciting and testing agenda - but is one that can be achieved by us all working together and focussing our attention on these priorities.

Councillor Steve Galloway, Leader
David Atkinson, Chief Executive

NAVIGATING YOUR WAY AROUND THIS SUMMARY



Most of this summary focuses on our 13 priorities.

Each of the priorities is set out in the same straightforward way.

Each has:

- The reasons why the area is a priority reasons for prioritisation
- key actions in the first 12 months; and for years 2 and 3
- ways by which you will be able to measure what difference these actions have made

Pages 12 and 13 include four organisational effectiveness priorities – which are targeted at improving how the Council itself works.

Improvement in these areas are not as easy for you to see directly as a resident of York – but have the potential to improve everything the Council does – and improve the range and quality of services the Council delivers

IMPROVING QUALITY AND SUSTAINABILITY

Decrease the tonnage of biodegradable waste and recyclable products going to landfill



Why is this a priority? Ensuring that York is a great place to live and visit now and in the future is key to its long-term success. We want to make sure that we minimise the amount of waste that is generated and maximise levels of recycling. Moreover, if we put too much biodegradable waste into landfill we could face multi-million pound fines. As a city we currently recycle less waste than other cities so we have some catching up to do, but are confident that our long-term Waste Strategy will enable us to do so.

Key things we will do in the next 12 months

- Improve recycling facilities at Towthorpe and the new Hazel Court facility
- Improve green waste collections and kerbside collections of cardboard and plastic bottles
- Open Eco-depot

... over next 2 to 3 years

- Identify and start procurement of access to a waste treatment facility

Ways that this will make a difference

Increased percentage of people satisfied with doorstep waste recycling collection

Higher number of households served by kerbside recycling

Increase the use of public and other environmentally friendly modes of transport

Why is this a priority? Congestion is a significant barrier to people travelling around the city and is also environmentally damaging. Traffic levels, in particular in the city centre, cannot continue to grow or be sustained at their present levels. We need to make sure that people can travel around the city quickly and safely and in the most sustainable way. The actions in this strategy, which form part of an overall Local Transport Plan, will address this.



Key things we will do in the next 12 months

- Introduce first phase of FTR bus fleet
- Build 500 meters of off-street cycle route
- Implement reduced parking charges for environmentally friendly vehicles

... over next 2 to 3 years

- Develop ways to minimise the negative environmental impact of the Council's own vehicle fleet
- Improve bus services by extending route options and running times of the Park & Ride service

Ways that this will make a difference:

Increased % of people satisfied with bus services

Increase in people using public transport

Reduced congestion on York's roads

Reduced carbon emissions

Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces



Why is this a priority? People who live in well looked-after surroundings where they have a real sense of pride is essential to the strength of community feeling within the city. Satisfaction with the cleanliness of local areas has gone up but we plan to increase it even further. Our new Neighbourhood Services teams will deliver improved street level services and customise services to address local needs. We will make it clear to residents exactly what standards they should expect to see on streets, estates and open spaces.

Key things we will do in the next 12 months

- Ensure better links between ward budgets and local improvement requirements
- Ensure improvements to key 'street-level' PIs

... over next 2 to 3 years

- Improve road and footpath maintenance
- improve appearance of Council owned housing estates

Ways that this will make a difference:

More people satisfied with local cleanliness and their local area or neighbourhood

More tenants satisfied with the maintenance of their local open spaces

Reduced amounts of litter on land and highways

CREATING A SAFE CITY

Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York

Why is this a priority? Making sure that people can go about their lives without fear of being attacked, abused or feeling intimidated by persistent nuisance behaviour is essential. Levels of crime in the city are reducing but tackling crime and Anti-Social Behaviour remains a top priority for the Council and the city. There is a range of steps being taken to make communities much safer places. Examples of responses to day-to-day problems include more visible policing in neighbourhoods and a call-out service available at weekends to report noisy, night-time parties.



Key things we will do in the next 12 months

- Improve policing at a neighbourhood level
- Introduce more enforcement measures to deal with noise nuisance

... over next 2 to 3 years

- Increase the range and quality of YOT interventions to help reduce the number of young people involved in crime and anti-social behaviour
- Increase use of CCTV through introduction of mobile cameras in anti-social hot-spot areas around York
- Implement changes to make better use of new Anti-Social Behaviour Order and enforcement powers

Ways that this will make a difference

Improved perception of community safety among residents
Improved perception among residents of young people causing a nuisance
Reduced level of anti-social behaviour

OPPORTUNITIES FOR EDUCATION, SKILLS AND LEARNING

Increase people's skills and knowledge to improve future employment prospects



Why is this a priority? People need to be equipped to gain the jobs they want. This means helping teenagers to get the qualifications they need to move into work or further education. It also means helping people who may have missed out on those opportunities by leaving school or college early and those who want to change direction. For teenagers there will be more vocational courses on offer and a new centre where they can develop the skills needed in this type of work. Older adults will be able to take courses to improve Basic Skills and learn in a range of different settings, including new Library Learning Centres.

Key things we will do in the next 12 months

- Increase the number and variety of vocational courses for 14 – 19 year olds
- Build the 14 – 16 skills centre on the Danesgate site
- Begin to establish a network of Library Learning Centres, starting with Acomb library

... over next 2 to 3 years

- Open the Danesgate Skills Centre
- Replace Manor school and merge Lowfield and Oaklands schools in an extensively refurbished building on the Oaklands site

Ways that this will make a difference:

Increased percentage of leavers with five or more GCSEs at A-C grades
Decreased percentage of 16-18 year olds not in Education, Employment or Training
Increased percentage of end of Key Stage 4 pupils taking a vocational subject

STRENGTHENING AND DIVERSIFYING YORK'S ECONOMY

Improve the contribution that Science City York makes to economic prosperity



Why is this a priority? With the reduction in traditional employment sectors it is essential that York has a broader based economy to supplement employment opportunities and provide stable employment levels. This will help York to be a sustainable city in the years ahead. Businesses built around new scientific knowledge have been fostered as part of the Science City York initiative. This is a growing and important sector of the economy nationally which will bring investment funds and give rise to an increasing number of new jobs. Making the best of these opportunities for York residents is essential.

Key things we will do in the next 12 months

- Start to implement the four year action plan which supports the creation of more jobs and businesses in the city and its surrounding area
- Devise with the other five national Science Cities, a strategy which will feed into and influence the government's 2007 spending review

... over next 2 to 3 years

- Strengthen and modernise the economy of the city and its surrounding area by progressing the agreed vision of creating 15,000 new jobs in the knowledge-based sector by 2021

Ways that this will make a difference

Increased number of jobs in knowledge-based sector

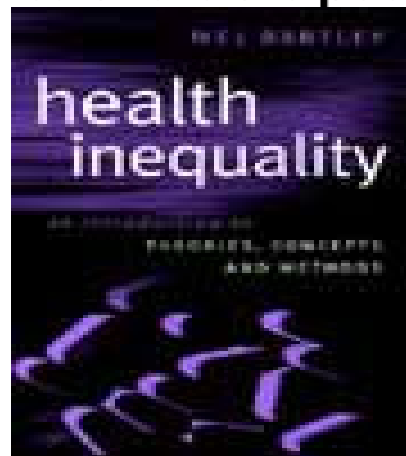
Increases in York's overall economic performance compared against regional and national trends/indicators

Increased average earnings

IMPROVING HEALTH AND WELL BEING

Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest

Why is this a priority? York has one of the lowest levels of participation in sport and physical activity of any area in England. The city's vision is to see York become a world class city in terms of participation in health and physical activity, so there is much work to do. Poor health often prevents people participating in their communities. Health inequality exists in York and there is a worrying concentration of poor health in some areas of the city and among particular groups and communities. Promoting healthy lifestyles and facilitating healthy living will enable all people to enjoy a better quality of life.



Key things we will do in the next 12 months

- Complete work on expansion of Oaklands Sports Centre
- Improve sports facilities throughout the city
- Establish a city centre one stop shop to provide impartial and confidential advice for young people

... over next 2 to 3 years

- Replace or refurbish Edmund Wilson Swimming Pool
- Improve access to health services for rough sleepers and other groups with comparatively poor health
- Increase benefit take up of groups of people whose level of health is the poorest
- Provide older people support to help independent living

Ways that this will make a difference:

Reduced variation between neighbourhoods and groups of people with ill-health

Increased percentage of adults taking part in at least 30 minutes moderate intensity sport and active recreation on three or more days a week

Increased proportion of older people able to live at home

ENSURING SERVICES ARE ACCESSIBLE AND INCLUSIVE

Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city



Why is this a priority? Ensuring that people have the best possible start in life is essential in enabling everyone to realise their full potential. It is also a key national priority. The Council plays a key role in helping children who experience disadvantage and lack means to support themselves. This includes protecting children at risk. One of new ways we'll be doing this is by opening children's centres over the next three years. These will offer facilities, services and advice all under one roof for children, young people and families. In addition, a number of schools will extend what they can offer to children and the local community beyond the normal school day.

Key things we will do in the next 12 months

- Open two integrated children's centres to serve areas of greatest disadvantage
- Develop the inclusion strategy for all pupils with special educational needs
- Ensure that the Youth Offer in York includes a comprehensive range of facilities and opportunities for young people

... over next 2 to 3 years

- Open another six children's centres
- Improve support to disabled children through the better integration of services
- Undertake targeted benefit take up and awareness campaigns to support children, young people and families

Ways that this will make a difference

Reduced % of children and young people who live in York live in poverty

Reduced number of young people of school age not in mainstream education/educated other than at school

Improved relative educational attainment amongst most vulnerable groups of children and young people

Improve the quality and availability of decent affordable homes in the city



Why is this a priority Residents see housing as one of the biggest issues for York. A recent Joseph Rowntree Foundation study emphasised that in York more than a third of young working households do not earn the levels required to raise a mortgage on a modest starter home. York is out of step with the region in having higher than average house prices, low vacancy levels and better than average housing conditions. Only 26 per cent of homes built in 2003/4 were 'affordable'. Increasing affordability and driving up housing quality remains a priority for local residents.

Key things we will do in the next 12 months

- Improve over 1,400 council homes during the year
- Start work on constructing the new ArcLight centre
- Start work on refurbishing Travellers sites

... over next 2 to 3 years

- Increase number of affordable homes built using Planning policies and Housing Corporation funding
- Allocate affordable homes according to better analysis & understanding of people's housing needs
- Design routes to modern, adaptable homes for older people
-

Ways that this will make a difference:

Increased number of affordable homes

Increased percentage of people whose housing needs are met

Reduction in number of homes below the decency standard

Reduction in number of people who are homeless/sleeping rough

IMPROVING OUR ORGANISATIONAL EFFECTIVENESS

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

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

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

Improve efficiency and reduce waste to free-up more resources



Why is Improving Our Organisational Effectiveness a priority? The Council constantly has to improve the way it works to provide community leadership and high quality services at the lowest possible cost. The four priorities described above represent the key areas where we most need to improve. Two of the priorities are about leadership. We know we need to improve leadership in the Council and the way we contribute to the leadership of the city. In doing so, it will enable us to focus on what is important to the residents of the city – and make sure we work more with our partners to the benefit of all. We also need to develop ways in which we can be more efficient and explore new and better ways of working to achieve this. Finally, and most importantly, we must ensure that our improvement efforts are focused on the needs of our customers. In this respect, a range of critical short and longer-term actions have been chosen which will dramatically improve the quality of the experience when customers contact the Council.



Key things we will do in the next 12 months

- Make it easier for customers to contact the Council by establishing the York Customer Centre
- Increase the range of service available 24 hours a day through the council's website
- Work with our partners (for example, health, police) to develop a Local Area Agreement (LAA) which will be the foundation for delivering more integrated, higher quality services to people in York in the future
- Undertake an agreed programme of efficiency projects

... over next 2 to 3 years

- Transfer more of the council's customer contact into the York Customer Centre
- Improve the quality of the experience of people contacting the council and increase the range and availability of ways in which people can contact the council.
- Work more closely with partners in the city in order to deliver better public services
- Review the Community Strategy to ensure that the priorities within it are still the most important things to the people of York
- Undertake further improvement projects to improve efficiency and improve the quality of services to customers

Ways that this will make a difference

Increase in percentage of residents satisfied with the services provided by the council

Reduction in the council's overall running costs

Increase in percentage of 'one and done' single contacts with the council

Improved CPA corporate assessment rating

Improved Customer opinion (about how well the council and its partners work together)

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Executive

13th June 2006

Report of the Director of City Strategy

Revised Joint Municipal Waste Management Strategy for the City of York and North Yorkshire “Let’s talk less rubbish”

Summary

1. Since 2002, all the districts and borough councils of North Yorkshire, the North Yorkshire County Council and CYC have collectively been part of a joint municipal waste management partnership (the Partnership). This report contains the proposed revised Joint Municipal Waste Strategy (JMWS) of that partnership. In Particular:
 - The revised JMWS describes the key principles of the Partnership and sets out what it wishes to achieve as minimum targets in limiting waste growth and increasing recycling.
 - the Partnership has taken account of comments received throughout a lengthy consultation process on the draft waste strategy
 - The proposals reflect the feedback received regarding the way that residual waste should be dealt with.
 - The JMWS is **NOT** therefore specific on the type, number, or location of treatment plants that may be needed, and has responded to the public concerns by keeping the options on this important issue open.
 - It is proposed that CYC undertake a further full consultation exercise with residents before any subsequent decision is taken on the choice of Residual Waste Treatment
 - This is a rapidly changing area, with policy and technology still developing and the partnership will need to carry out significant further work before the best residual waste treatment solution can be determined

This JMWS, whilst setting out aspirations for recycling waste and diverting waste from landfill, is therefore the start of a further debate and future consultation process throughout York and North Yorkshire on how to best deal with residual waste and what the preferred technology might be. Members are

requested to adopt the revised JMWS which is attached at Annex One. Members instructions are requested.

Background

2. The existing Joint Municipal Waste Strategy “Let’s talk rubbish” was developed by the York and North Yorkshire Waste Partnership and adopted by the City of York Council (CYC) in 2002.
3. Since that date, the government has substantially increased landfill taxes, increased the recycling targets and set punitive penalties (currently £150 per tonne) for disposal of biodegradable waste to landfill.
4. There has also been a desire for CYC and other North Yorkshire partner authorities to encourage waste minimisation, recycling and diversion from landfill in order to respond to and lead on a general increased environmental awareness and responsibility.
5. It is proposed that the each Council within the Partnership adopt the revised JMWS so that they can act within a collective framework and from which partner councils can plan future individual waste minimisation plans and targets, so as to achieve maximum waste diversion.

Consultation

6. The revised JMWS has been developed over the past two years. At various stages, key partners, stakeholders, and the public have been consulted. More recently, a consultation draft was issued by the Partnership during November and December 2005. The main document, including a technical summary and copy of the questionnaire, were also available throughout this period on the web, and hard copies of all documents available on request. A key stakeholder day was held in April 2006 and officers within the Partnership have met with York Residents Against Incineration (YRAIN). A waste partners meeting, consisting of members and officers of all authorities within the Partnership, was held on 27th April 2006. Comments received through this consultation have been taken into account.
7. As a result of the consultation, the strategy is open as regards the choice of residual waste treatment technology and the Partnership has committed itself to further public engagement throughout 2006/07, and CYC will undertake a full consultation exercise with it’s residents on the choice of residual waste treatment before any decision is taken..
8. The revised JMWS “Let’s talk less Rubbish” is attached at Annex One.

The JMWS – Vision and Objectives

9. The Vision is to:-

- Work with the community and stakeholders of York and North Yorkshire to meet their waste needs and deliver a high quality, sustainable, customer-focussed and cost effective waste management service'.

10. The Objectives are:-

- Reduce the amount of waste produced in York and North Yorkshire so as to make us one of the best performing areas in the country by 2013
- That we promote the value of waste as a natural and viable resource, by:
 - Re-using, recycling and composting the maximum practicable amount of household waste
 - Maximising opportunities for re-use of unwanted items and waste by working closely with community and other groups
 - Maximising the recovery of materials and / or energy from waste that is not re-used, recycled or composted so as to further reduce the amount of waste sent to landfill

Targets

11. The Partnership aims to achieve the following targets, as a minimum:

- Recycle or compost 40% of household waste by 2010
- Recycle or compost 45% of household waste by 2013
- Recycle or compost 50% of household waste by 2020
- Divert 75% of municipal waste from landfill by 2013

12. These targets are minimum collective targets for the Partnership. CYC is committed to meeting, and exceeding these targets where possible, and will over the coming months, be developing it's own strategy and action plan to support these aspirations.

Residual Waste Treatment

13. Consultation on the draft JMWS considered two options for the treatment of the residual fraction of municipal waste. Either to send all of the waste to Energy from Waste (EfW) plant/s or to pre-treat the waste first to recover more recyclable materials in an Mechanical and Biological Treatment (MBT) plant, and to produce a fuel for burning in a smaller EfW plant/s. The results of the

public consultation on this issue did not show a strong preference overall for either option.

14. Consequently, the partnership took account of this public opinion, and the revised JMWS is not specific on the preferred choice of technology. Although the Partnership expects that in accordance with outcome of the Best Practicable Environmental Option (BPEO) exercise, residual waste will be treated by a combination of either or both MBT (essentially the production of a soil conditioner, or fuel pellets) and / or Energy from Waste incineration processes. This is a rapidly changing area, with policy and technology still developing to meet the challenge of the European Commission Landfill Directive. The Partnership therefore consider it prudent to keep the specific choice of residual waste treatment open and to assess the available options offered by the market at the time of going to tender.

Timetable

15. Following the adoption of the strategy, a number of key decisions will need to be taken before any contract for dealing with residual waste is let. Because the outline business case is still being developed, and because some events are associated with feedback from Department for Environment, Foods and Rural Affairs (DEFRA), the timetable cannot be predicted with certainty. However, the key events planned are:-
 - Executive to consider outline business case (Sept 06)
 - Submission of business case to DEFRA (Sept 06)
 - Issue of notice to attract bidders (OJEC) (Feb 07)
 - Shortlisting bidders (July 07)
 - Tender evaluation (May 08)
 - Choice of Bidder (Jun 08)
 - Contract Award (Nov 08)
16. As stated earlier in the report, it is proposed that CYC undertake ongoing communication and a full public consultation with residents before any decision is taken with regard to the choice of residual waste treatment. This will be an ongoing process throughout the period above.

Options

17. Members have the option to approve the JMWS without amendment or to reject the JMWS.

Analysis

18. Should Members choose to amend the revised JMWS, then those amendments will be subject to adoption by the other members of the Partnership. Members are requested to note that the recycling and diversion targets are collective minimum targets for the Partnership, and CYC and other authorities will be developing its own challenging actions and targets which will then feed in to the JMWS targets.

Corporate Objectives

19. The revised JMWS supports the Council's City Vision, to "...be a leading environmentally friendly city", and the Corporate Aim to "...take pride in the city, by improving quality and sustainability creating a safe and clean environment".

Implications

20. **Financial:** The rejection of the revised JMWS would mean additional costs in developing an alternative strategy, and associated delays would mean significant landfill tax penalties.
21. **Human Resources (HR):** *There are no implications relating to the adoption of the strategy document.*
22. **Equalities:** There are no implications relating to the adoption of the strategy document.
23. **Legal:** There are no implications relating to the adoption of the strategy document.
24. **Crime and Disorder:** There are no implications relating to the adoption of the strategy document.
25. **Information Technology (IT):** There are no implications relating to the adoption of the strategy document.
26. **Other:** There are no implications relating to the adoption of the strategy document.

Risk Management

27. The rejection of the strategy would mean that the council is at increased risk of not meeting its landfill diversion obligations and may incur significant financial penalties. It would also be at risk of jeopardising its position within the York and North Yorkshire waste management partnership

Recommendations

28. It is recommended that the revised JMWS attached at Annex One is adopted. Members instructions are requested.

Contact Details

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Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy

Report Approved

Bill Woolley
Director of City Strategy

Date 1 June 2006

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Let's Talk Rubbish – Joint Municipal Waste Strategy 2002

Annexes:

Annex One: JMWS document "Let's talk less Rubbish"



Let's Talk Less Rubbish

Headline Strategy

A Municipal Waste Management Strategy for the City of York & North Yorkshire

2006 - 2026

**Status: Final text for adoption by each Partner authority
Date: May 2006**

This strategy was developed by the York & North Yorkshire Waste Partnership, supported by Enviros Consulting Ltd.

June 2006

Contents

Executive Summary	4
Introduction	7
Scope of the Headline Strategy	9
Background to 'Let's talk less rubbish'	10
Vision & Objectives of the Strategy.....	11
The Current Situation in York & North Yorkshire	13
Key Information	13
Who is Responsible for the Service?	15
How well is the Service performing now?.....	16
Recent Achievements	17
What Policy / Legislation impacts on the Service?	18
The Strategy: Waste Reduction	20
The Strategy: Waste Re-use.....	22
The Strategy: Recycling & Composting	23
The Strategy: Residual Waste Treatment & Disposal.....	26
Best Practicable Environmental Option.....	26
Conclusions on Residual Waste Treatment Options.....	27
What about Other Wastes arising in the Partnership Area?	29
Working Together	32
Review of the Strategy	34
How will this Strategy make a Difference?.....	34

Executive Summary

This Municipal Waste Management Strategy has been developed by the York & North Yorkshire Waste Partnership and provides the strategic vision for managing wastes and improving resource recovery in York and North Yorkshire. This Strategy document contains the policies, aims, objectives, and targets for the partnership area and relates to the period of 2006 – 2026.

The strategy has been developed in response to the significant challenges facing the management of municipal waste. These include local, national and international obligations, changing environmental targets and policies, and an increasing requirement to adopt more sustainable practices in the management of wastes. Within the partnership area there are also a number of specific local challenges including a growing population, a predominance of rural areas and areas of low population density.

Whilst focusing predominantly on municipal waste (that is, waste under the control of the local authorities), the Partnership is aiming towards an overall vision to:-

‘Work with the community and stakeholders of York and North Yorkshire to meet their waste needs and deliver a high quality, sustainable, customer-focussed and cost effective waste management service’.

In order to achieve this vision the Partnership has identified the following strategic objectives:

- To reduce the amount of waste produced in York and North Yorkshire so as to make us one of the best performing areas¹ in the country by 2013 – (currently York and North Yorkshire residents produce more waste per person than in most other areas). By 2008, we aim to produce less per person than the average for England and Wales
- To promote the value of waste as a natural and viable resource, by:
 - Re-using, recycling and composting the maximum practicable amount of household waste
 - Maximising opportunities for re-use of unwanted items and waste by working closely with community and other groups
 - Maximising the recovery of materials and/or energy from waste that is not re-used, recycled or composted so as to further reduce the amount of waste sent to landfill

Whilst the rates of composting and recycling have doubled across the Partnership area from 2001/02 to 2004/05 to the figure of 21%, the amount of waste generated has also increased. This is an area of concern. In order to meet the objectives of this Strategy and respond to legislative challenges, a number of targets and policies have been set in this strategy, focused on reducing waste arisings and improving the reuse, recycling, composting and recovery of waste.

¹ As determined by comparison with other Shire county performance on Best Value Performance Indicator 84.

Waste Reduction

Efforts to reduce the amount of waste sent for disposal have traditionally been concentrated on increased recycling and recovery of waste. However there is a need now to reduce the amount of waste produced in the first place, thereby offsetting the costs and environmental impacts of the generation, collection, treatment and disposal of waste. The Partnership as a whole generates more household waste per person than the average County area. Reducing the quantities generated will take time as new systems need to be implemented, and campaigns run to encourage residents to make permanent behavioural changes.

The Partnership has set the following targets for waste reduction:

- Contain average household waste arisings so that residents of the Partnership area generate less per head than the average for Shire counties by 2008, and
- To be amongst the lowest 25% of these by 2013
- Specifically annual average growth per head is to be reduced to zero % by 2008

These targets are supported by a revised Waste Minimisation Strategy developed in parallel with this Strategy, to help to tackle the problem of waste growth.

Reuse

Waste needs to be regarded as a resource, and the availability of re-useable products needs to be advertised by working with individuals and groups involved in waste re-use (for example repairing or refurbishing redundant items into useful products).

The work of the community sector has long been recognised for its contribution to waste management through community-led kerbside recycling, composting, re-use (particularly furniture re-use) and waste education schemes. The community sector also provides employment, training and educational opportunities contributing to both the economy and social well-being of the area. A 'Community Solutions' project was established within the area in 2004 to support charities, voluntary and community groups to get involved in waste re-use. This project focussed on the re-use of furniture and household items, but also offers support in recycling and composting activities. The project contributes to the delivery of many of this strategy's objectives and will help to establish a sustainable and self-supporting re-use and recycling network in the area.

The Partnership has set itself a policy to:

- Continue to 'involve community and other groups in maximising opportunities for re-use'.

Recycling & Composting

A considerable improvement in recycling and composting performance has been delivered within the Partnership area over the last five years and this has been achieved through:

- The introduction of new or enhanced kerbside collection schemes
- The introduction of alternate weekly collections of green and residual wastes in some areas
- Improved separation of recyclable and compostable materials at Household Waste Recycling Centres
- An enhanced network of 'bring' bank recycling facilities

Recent studies have shown that a higher level of recycling is the most cost effective long term solution to delivering the Partnership's obligations. High levels of recycling are also essential for reasons of environmental protection, delivering sustainable solutions and satisfying public expectation.

Consequently the Partnership aims to achieve the following targets as a minimum:

- Recycle or compost 40% of household waste by 2010
- Recycle or compost 45% of household waste by 2013
- Recycle or compost 50% of household waste by 2020

Residual Waste Treatment & Disposal

There will always be a residual proportion of waste that cannot be recycled or composted. Even with full public participation in recycling, composting and re-use schemes (and the availability of sustainable markets for recyclables and compost) there will still be a remainder for treatment or disposal. Therefore, the Partnership has set itself a target to, as a minimum:

- Divert 75% of municipal waste from landfill by 2013

The Partnership expects that residual waste treatment in York and North Yorkshire will be by biological and/or thermal processes. However, the ultimate technology solution may vary from the preferred options due to factors such as the availability of technology, markets for products, government policy and regulations, practicalities and cost. It is envisaged that between one and three residual waste treatment plant will be required.

Although this strategy is focussed on municipal waste, the Partnership will continue to liaise with relevant stakeholders to help improve facilities for non municipal wastes and to help to influence the reduction of wastes wherever practicable.

It is crucial that the close working relationship of the Partnership since 2003 in planning and developing future waste management services in a co-ordinated way continues if the strategy is to be a success. However, some decisions will continue to be best taken locally, provided they are consistent with the overall strategy. These decisions will include choices on waste collection, street cleansing and local recycling initiatives. The most efficient way of delivering some council waste disposal and collection services may however be through joint contracts for waste management.

This Strategy will be completely reviewed in 2010/11, which will allow targets to be updated and new policies introduced where appropriate.

Introduction

This Municipal Waste Management Strategy, entitled 'Let's talk less rubbish' was developed by York & North Yorkshire Waste Partnership (hereafter known as the 'Partnership') which comprises:

- North Yorkshire County Council
- City of York Council
- Craven District Council
- Hambleton District Council
- Harrogate Borough Council
- Richmondshire District Council
- Ryedale District Council
- Scarborough Borough Council
- Selby District Council

This document sets out the key principles of the Municipal Waste Management Strategy for York & North Yorkshire. It includes the policies, aims, objectives, and targets for the management of wastes and resources in the Partnership area from 2006 – 2026. It is supported by action plans, and a series of supplementary reports as illustrated in Figure 1.

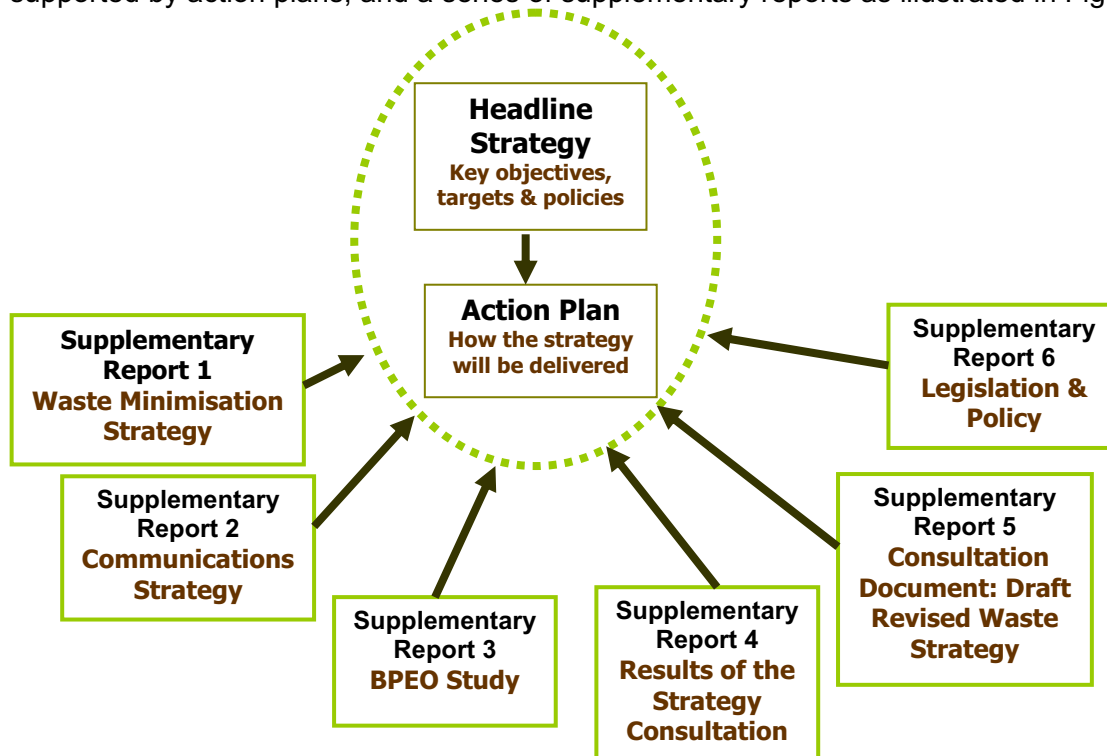


Figure 1 The Structure of 'Let's talk less rubbish'

An Action Plan detailing the delivery of the targets and policy within the strategy and the responsibilities of the partners to ensure their delivery is under development and will be published in its final form by December 2006. It will be available from www.rethinkrubbish-northyorks.com. The six supplementary reports shown in the figure 1 provide supporting

information which was considered when developing the Municipal Waste Management Strategy. All are available from www.rethinkrubbish-northyorks.com.

Scope of the Headline Strategy

'Let's talk less rubbish' covers the geographic area of North Yorkshire including the City of York and deals with the strategic vision for managing wastes, and improving the recovery of those wastes as resources, for the period of 2006 – 2026.

The focus of the strategy is *municipal* waste, that is, wastes under the control of the local authorities. The majority of this type of waste comes from the household, but there are also some elements from commercial and industrial sources.

The strategy is being produced as part of a responsibility to deliver local, national and international obligations in terms of environmental targets and policies which govern how we manage our wastes.

The management of municipal waste is a significant challenge, particularly in the light of recent legislation and a need to move away from the practice of disposing of the majority of our wastes in landfill sites.

A new way of thinking is required to deal with our wastes more 'sustainably', that is considering not only our needs and environment, but also the needs and environment we are passing on to future generations. This is the central theme behind 'Let's talk less rubbish' and the targets and policies explained in this document.

Background to 'Let's talk less rubbish'

This Strategy revises 'Let's Talk Rubbish'² which was the previous Partnership strategy document that was published in 2002.

'Let's talk less rubbish' reflects the current need and desire of the Partnership to re-examine the issues and commitments set out in the 2002 strategy, and to take into account relevant legislative and policy developments. It also considers recent studies undertaken within the Partnership and the recommendations made on how residual waste can be managed within the area in order to meet new and demanding legal obligations.

The Strategy explains:

- The Partnership's Vision for municipal waste management
- Why there is a need to develop new approaches to managing waste
- How much municipal waste is anticipated in future years and how growth in arisings might be controlled
- Current recycling and composting performance, future requirements and targets
- How waste re-use is often environmentally better and cheaper than other options.
- How residual waste might be treated and disposed of in future

As part of developing this revised strategy a consultation draft was issued by the York and North Yorkshire Waste Partnership (Supplementary Report number 5) for public comment during November and December 2005. The main and summary documents were available throughout this period on the Web, and hard copies available on request.

A leaflet summarising the key issues was also provided to householders and other stakeholders together with a short questionnaire.

A total of 2944 responses were returned. These responses were analysed by consultants³ and the results of the consultation informed the development of this Strategy. The summary of the consultation response is contained in Supplementary Report Number 4, headed "Results of the Strategy Consultation" and available from www.rethinkrubbish-northyorks.com.

In addition, several studies were carried out to support the development of the Strategy. The most significant of these was the Best Practicable Environmental Option (BPEO) appraisal⁴ for York and North Yorkshire. This study considered different scenarios for municipal waste management and provided a steer as to the most appropriate choices. The BPEO reports were subject to consultation and stakeholder input. The BPEO report is Supplementary Report Number 3 and is available from www.rethinkrubbish-northyorks.com.

The Partnership and key stakeholders have considered the responses to the draft strategy consultation and the supporting technical information in the finalisation of this Strategy document. The Strategy reflects the views of the Partnership as to the future development of municipal waste management across York and North Yorkshire.

2 Let's Talk Rubbish – Developing a Waste Strategy for York and North Yorkshire, YNYWMP, July 2002

3 RBA Research Ltd.

4 Assessment of the Best Practicable Environmental Option for Municipal Solid Waste Arising in North Yorkshire County Council & City of York Council Final Report, ERM, January 2005

Vision & Objectives of the Strategy

Following initial consultation with key stakeholders and with the North Yorkshire Citizens Panel in September 2004, and with the residents of York and North Yorkshire through the development of this Strategy, the Partnership's vision is to:-

'Work with the community and stakeholders of York and North Yorkshire to meet their waste needs and deliver a high quality, sustainable, customer-focussed and cost effective waste management service'.

This Strategy has the following objectives, to enable us to achieve this vision:

- Reduce the amount of waste produced in York and North Yorkshire so as to make us one of the best performing areas⁵ in the country by 2013 (currently York and North Yorkshire residents produce more waste per person than in most other areas). By 2008, we aim to produce less per person than the average for England and Wales
- To promote the value of waste as a natural and viable resource, by:
 - Re-using, recycling and composting the maximum practicable amount of household waste
 - Maximising opportunities for re-use of unwanted items and waste by working closely with community and other groups
 - Maximising the recovery of materials and/or energy from waste that is not re-used, recycled or composted so as to further reduce the amount of waste sent to landfill

These objectives are linked to other national and regional guidance on waste management, planning and energy generation which influence the delivery of the strategy. The objectives are also consistent with the generally accepted 'waste hierarchy' which identifies that the best way to manage waste is not to generate it in the first place (reduction), followed by reusing or recycling/composting and recovering energy where practicable and finally disposal of waste, as illustrated in Figure 2.

⁵ As determined by comparison with other Shire county performance on Best Value Performance Indicator 84.

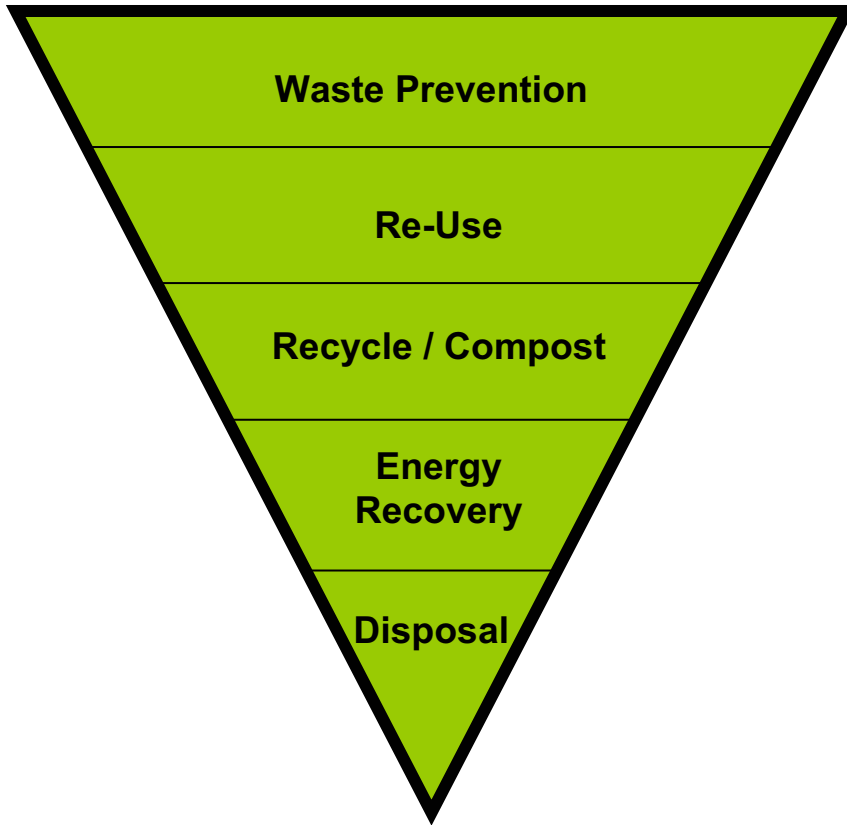


Figure 2 The Waste Hierarchy

The Current Situation in York & North Yorkshire

Key Information

North Yorkshire

North Yorkshire is England's largest County and is home to around 576,000 people in an area covering about 8654 square km. The population is rapidly growing – it increased by 0.5 per cent per year between 1991 and 2001. The County, however, is one of the most sparsely populated areas in England with only around 121 persons per square km. A total of 396,391 tonnes of municipal waste was generated in 2004/05.

The area is largely rural, with Harrogate and Scarborough being the only towns above 20,000 in population. The County includes the North York Moors and the Yorkshire Dales National Parks; the whole of two areas of Areas of Outstanding Natural Beauty and part of a third, together with 244 Sites of Special Scientific Interest ("SSSI"). In addition, the County has 45 miles of coastline that forms its eastern boundary. This predominantly rural aspect and the size of the area combined with a limited transport infrastructure to rural settlements presents particular issues for managing wastes. It often makes the operation of services more expensive than in other areas with a higher population density, where vehicles have a shorter distance to travel between properties. However, the East Coast Main Rail Line, the A1 and the M62 run through the County and these provide potential axes for waste / recyclable transportation. There are also limited water transport routes via the navigable areas of the River Ouse / Ure / Ripon Canal or through coastal routes where practicable.

The area overall is above average in affluence compared to the rest of England, with all districts, except Scarborough, being above average. Unemployment is below the national average. The mix of employment sectors is similar to the national average, though with more employed in distribution, hotels and restaurants and fewer in the financial sector. Tourism, providing 12% of jobs and agriculture at 3%, are important sectors.

The County Council area is two tier with 5 Districts – Craven, Hambleton, Richmondshire, Ryedale and Selby, and 2 Boroughs – Harrogate and Scarborough. A map of the North Yorkshire Districts and Boroughs and the City Council is shown in Figure 3.

Waste in North Yorkshire is currently managed through 20 Household Waste Recycling Centres (HWRCs) and 2 Materials Recycling Facilities (MRFs) with disposal of residue to 9 landfills. In terms of collection of the waste, 75% of the waste is collected by the Districts / Boroughs with 25% deposited by the householder at the HWRCs.

City of York

The City of York Council is a Unitary Authority ("UA") covering approximately 272 square km with a population of around 185,000 (expected to rise by 4.2% between 2001 – 2011). The population density in York averages 680 people per square km. The majority of the population resides within the urban area, the remaining being located in the numerous villages surrounding the City. The City Council managed 123,510 tonnes of municipal waste in 2004/05.

York is identified as part of the Leeds City Region and also is part of a wider 'York sub area' which covers the City of York and its wider hinterland or 'area of influence'. This includes up to Malton, some of the East Ridings, west to the A1 and south to Selby. The nearest towns are Selby (14 miles), Harrogate (21 miles) and Malton (19 miles) and the cities of Leeds (24 miles) and Hull (37miles).

York has good rail access on the East Coast main line. York also has good access to motorway links (notably via the A64 & A19) to all regions of the UK.

The City Council area comprises the historic city centre and the surrounding urban area along with a number of villages, semi-rural settlements and surrounding countryside. The City is divided into 29 administrative Wards. The main landfill site is Harewood Whin, located at Rufforth and the MRF at Hessay is located within the Upper Poppleton Ward on the west of the City. There are three HWRCs that are situated within the wards of Heworth, Strensall and Acomb.

Figure 3 Map of North Yorkshire and City of York

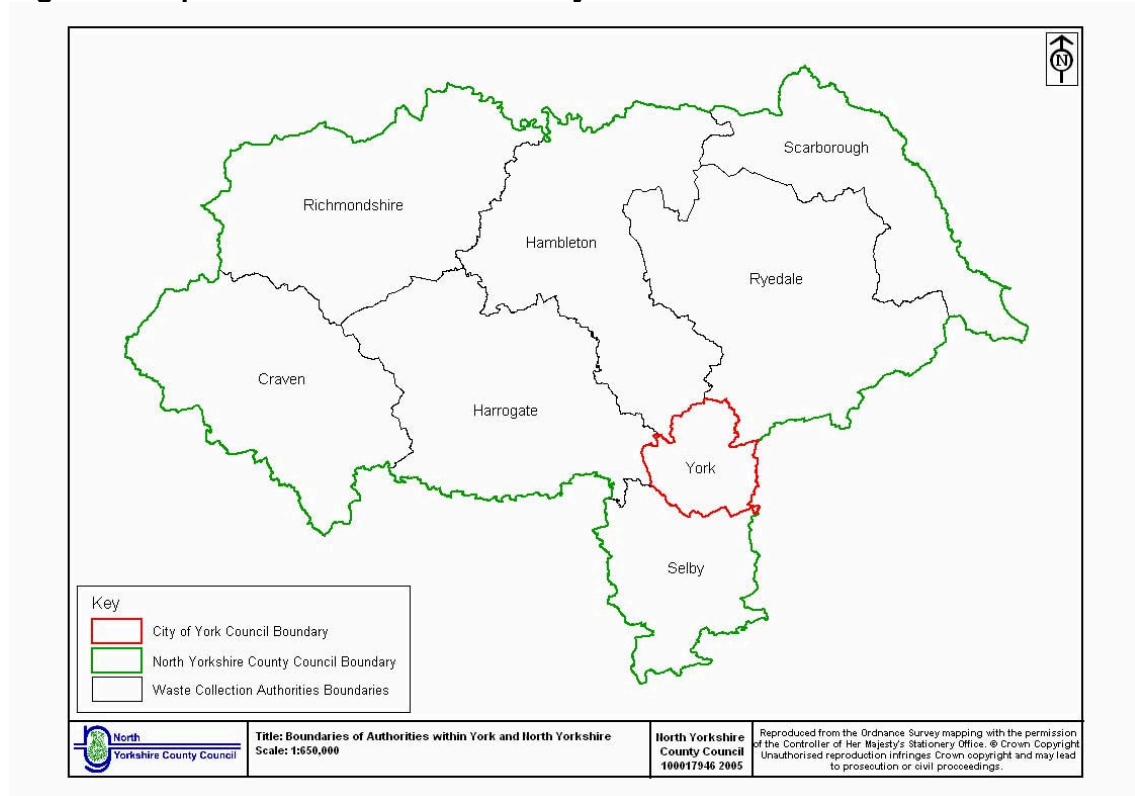


Table 1 below sets out key information about the Partnership area in 2004/05:

Table 1 Key Statistics of the Partnership in 2004/05

	City of York	North Yorkshire	Combined Total
Population #	184,200	576,100	760,860
No. of Households #	81,217	260,695	341,912
Tonnage of municipal waste managed	123,510	396,391	519,901
No. of Households with kerbside collection of green waste and/or recyclables	69,018	209,060	280,900
No. of Household Waste	3	21	24

Recycling Centres		NB. 20 in 2005/06	
No. of recycling bring bank sites	60	430	490

Population and household figures quoted here are mid year 2003 estimates but are those used to calculate 2004/05 Best Value Performance Indictors according to Government definitions

Who is Responsible for the Service?

In North Yorkshire, two tiers of local government are responsible for the management of municipal waste.

The County Council, as Waste Disposal Authority (WDA), is responsible for:

- The recycling and disposal of waste collected by the District/Borough Councils from their refuse collection, recycling and street cleansing activities
- Providing household waste recycling centres (HWRC) at which residents of the County can take their garden waste for composting and other wastes for re-use or recycling
- Managing the aftercare of some closed landfill sites that have the potential to pollute the environment
- Encouraging others to recycle and re-use waste through the payment of recycling credits to District/Borough Councils, and recycling and/or re-use credits to charities and community groups
- Giving advice to members of the public, commerce and industry in all matters relating to waste management

The District and Borough Councils in the county are Waste Collections Authorities (WCA's), and are individually responsible for the collection and recycling of municipal waste, litter and abandoned cars.

The City of York Council, as a Unitary Authority, is both a Waste Disposal Authority (WDA) and a Waste Collection Authority (WCA). It has combined responsibilities for collection, recycling, treatment and disposal.

This Strategy provides an enhanced framework for continued Partnership working between authorities whilst allowing more local strategies (e.g. the recycling plans of the District and Borough Councils and other complementary strategies) to exist within it.

The City of York and North Yorkshire County Councils also have duties as planning authorities, and responsibility to ensure that adequate facilities are provided for the management and disposal of a range of wastes. Waste Local Plans and the emerging Local Development Frameworks (LDFs) establish an overall need for waste management capacity and set out land use planning and development control policies that apply to the location of waste management facilities. This Strategy will provide input to the land-use planning process.

How well is the Service performing now?

Each local authority produces data on a regular basis with regard to their performance in delivery of the waste management service. Some of this data is reported to the Audit Commission as Best Value Performance Indicators (BVPIs). Key issues that are reported as annual BVPIs include the amount of composting and recycling that takes place, the amount of household waste that is generated (per person), the amount of waste landfilled and the cost of the service per household.

Table 2 sets out key BVPIs and other data on waste management practice, as reported within the Partnership area from 2001/2 – 2005/6.

Table 2 Best Value Performance Indicators & key waste data for York and North Yorkshire

	01/02	02/03	03/04	04/05	05/06 estimates
Total Amount of Household Waste (Tonnes)	424,397	426,691	426,058	436,581	428,766
Rate of Growth (%) (3yr rolling average trend)	N/A	N/A	1.6	0.67	-1.36
Household Waste Recycled (%) (BVPI 82A)	6.68	8.08	10.48	11.75	17.8
Household Waste Composted (%) (BVPI 82B)	3.99	5.57	6.73	9.26	11.7
Household Waste to Landfill (%) (BVPI 82D)	89.33	86.35	82.80	78.99	69.7
Household Waste Collected (kg per Head of Population) (BVPI 84)	563	568	564	574	560

The rates of composting and recycling have doubled over this period, however the amount of waste generated has increased but now appears to be reducing.

This strategy sets out the targets and policies to reduce waste arisings further and improve the reuse, recycling, composting and recovery of waste.

Recent Achievements

There have been a number of notable recent achievements that demonstrate the Partnership activity and commitment to date in working towards more sustainable management of wastes:

- The development of a joint Waste Minimisation Strategy⁶ to encourage waste reduction throughout the area
- Expansion of kerbside recycling schemes to increase householder participation and improve performance
- New ways of operating Household Waste Recycling Centres in York and North Yorkshire that have improved both performance and the quality of service provided.
- Adoption of a Statement of Agreed Principles between Partners to clarify roles and responsibilities
- Agreement between the City of York Council and North Yorkshire County Council to adopt a joint approach to future waste service procurement
- A review of the Partnership itself and its future needs to enable better co-ordination of arrangements
- A review of Household Waste Recycling Centre policies for North Yorkshire, to address efficient working of these centres and encourage the full realisation of their potential
- Opening of new Household Waste Recycling Centres in York, Whitby and Scarborough
- The County Council's delivery of a Local Public Service Agreement (LPSA) with Government that achieved higher targets for recycling and composting in the area (an increase of 2.1% over the Council's statutory target of 21%) in 2005/06
- The City of York Council's agreement to a LPSA2 scheme that will increase the amount of plastic bottles and cardboard recycled within the city area
- The delivery of a community recycling and re-use initiative called 'Community Solutions' to provide support to local community and voluntary groups involved in these activities that builds additional capacity and enables the community sector to contribute further to strategic objectives
- The first 'joint' waste compositional analysis for the Partnership, identifying the specific components of household waste in the area. This is fundamental to understanding what type of waste is being presented, monitoring waste arisings and determining the facilities needed for dealing with them
- The development of a Partnership incentive scheme that encourages householders to participate in existing recycling schemes.

⁶ York and North Yorkshire Waste Partnership - Waste Minimisation Strategy 2004, subsequently updated and revised April 2006

What Policy / Legislation impacts on the Service?

A wide variety of legislation and Government policy impacts on the delivery of the municipal waste management service. Current legislation and policy is summarised in Supplementary Report 6.

The key National targets for the service in England⁷ for recycling and composting, are set out in Waste Strategy 2000, and are as follows:

- To recycle or compost at least 25% of household waste by 2005
- To recycle or compost at least 30% of household waste by 2010
- To recycle or compost at least 33% of household waste by 2015

National targets for *recovery* (which includes recycling and composting but also wastes sent for treatment where materials and / or energy are recovered) are:

- To recover value from 40% of municipal waste by 2005
- To recover value from 45% of municipal waste by 2010
- To recover value from 67% of municipal waste by 2015

The European Landfill Directive introduced targets for Nation states to reduce the amount of biodegradable waste sent to landfill, as follows:

- By 2010 to reduce biodegradable municipal waste landfilled to 75% of that produced in 1995
- By 2013 to reduce biodegradable municipal waste landfilled to 50% of that produced in 1995
- By 2020 to reduce biodegradable municipal waste landfilled to 35% of that produced in 1995

These targets have been translated to local allowances for waste disposal authorities, for these and intermediate years through the Waste & Emissions Trading (WET) Act (2003).

Delivery of Waste Strategy 2000 targets alone will not deliver the requirements of the Landfill Directive or the WET Act. Meeting Landfill Directive targets as required by the WET Act is a key driver for change and a fundamental principle of this strategy. Waste Strategy 2000 itself is scheduled to be reviewed during 2006 and a consultation document has been issued by Department of Environment, Food and Regional Affairs (Defra). New performance targets are likely to be set for local authorities beyond 2005/06 and changes to existing Best Value Performance Indicators are also anticipated.

Consultation on the review of the National Waste Strategy (January 2006) suggested increased recycling and composting targets as follows:

- To recycle or compost at least 40% of household waste by 2010

⁷ Waste Strategy 2000 for England and Wales Cm 4693-2

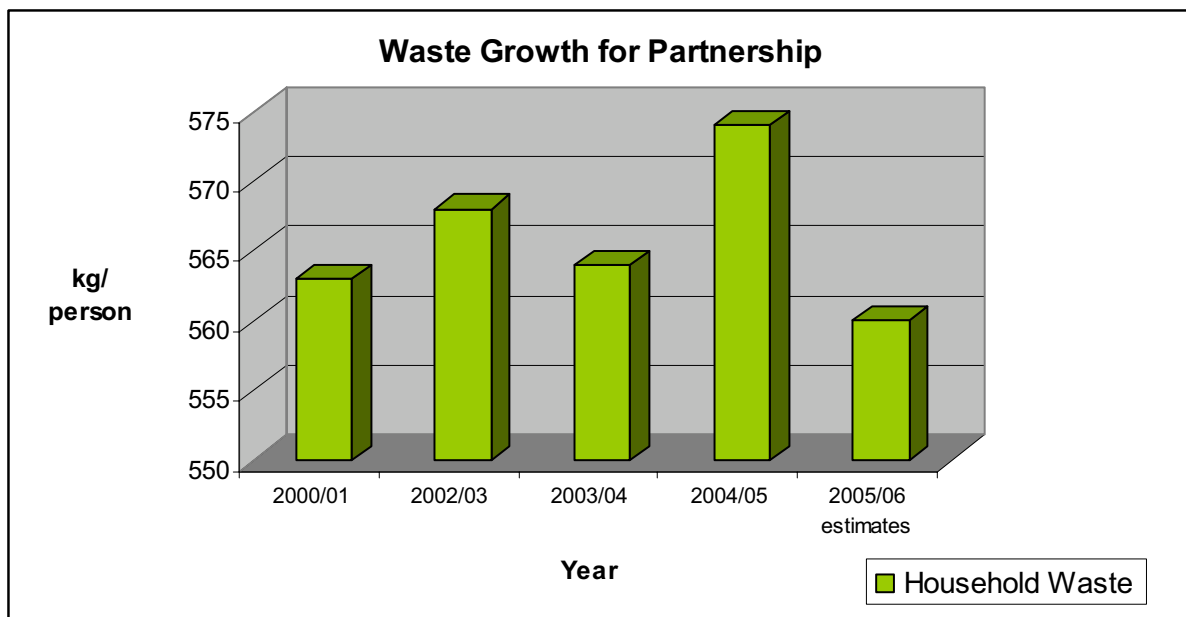
- To recycle or compost at least 45% of household waste by 2015
- To recycle or compost at least 50% of household waste by 2020

The Strategy: Waste Reduction

This Strategy is based upon the accepted 'waste hierarchy' as set out in Figure 2. Efforts to reduce the amount of waste sent for disposal have traditionally been concentrated on increased recycling and recovery of waste. However there is a need now to transfer more effort higher up the hierarchy to reduce the amount of waste produced in the first place, thereby offsetting the costs and environmental impacts of the generation, collection, treatment and disposal of waste.

The following graph sets out the historical and current household waste arisings expressed as kg/head of population for the Partnership area.

Graph 1 Historical household waste arisings, per person, per annum



The Partnership as a whole generates more household waste per person than the average County area. It is important to reduce the amount of waste to that produced in the best performing authority areas for reasons of reducing the environmental impact of creating unnecessary waste and reducing the cost of collecting, treating and disposing of the waste generated. This will take time as new systems need to be implemented, and campaigns run to encourage residents to make permanent behavioural changes.

Waste reduction is regarded by the Partnership as *'waste prevention in order to limit the quantities of waste requiring collection and management by the local authorities in York and North Yorkshire'*.

Controlling the amount of waste has a direct bearing on the costs for the waste service borne by local council tax payers. A series of steps have been identified in the Partnership's Waste Minimisation Strategy (July 2004) and its subsequent revision (April 2006). This revised waste minimisation strategy Supplementary Report Number 1 is available from www.rethinkrubbish-northyorks.com and contains the actions needed for achieving the targets set out in this section of the Headline Strategy.

The Partnership's targets for waste reduction are to:

'Contain average household waste arisings so that residents of the Partnership area generate less per head than the average for Shire counties by 2008, and be amongst the lowest 25% of these by 2013. Specifically annual average growth per head is to be reduced to zero % by 2008'.

These targets comparing performance against other Shire counties will be reviewed in 2008 in the light of the performance of the Partnership and also the other Shire counties.

Limiting growth in household waste arisings will be achieved through implementing the actions specified in the Waste Minimisation Strategy (Supplementary Report 1, and Action Plan) and with support from the Government's Waste and Resources Action Programme (WRAP⁸) and campaigns delivered in accordance with the Partnership's Communications Strategy⁹ This is Supplementary Report Number 2 and is available from www.rethinkrubbish-northyorks.com.

⁸ www.wrap.org.uk

⁹ York and North Yorkshire Waste Partnership Communications Strategy 2006

The Strategy: Waste Re-use

It is often said that “we live in a throw away society” but this trend needs to be reversed, for example by using re-useable products to minimise the need for, and cost of landfill. However, re-use often means connecting those with items they no longer have a use for, with those who want them. This means we need to recognise waste as a resource and publicise the availability of re-useable products by working with individuals and groups involved in waste re-use initiatives (for example repairing or refurbishing redundant items into useful products).

The work of the community sector has long been recognised for its contribution to waste management through community-led kerbside recycling, composting, re-use (particularly furniture re-use) and waste education schemes. The community sector also provides employment, training and educational opportunities contributing to both the economy and social well-being of the area. Since community groups work at ‘grass roots’ level, and are highly committed, they are well placed to engage successfully with hard to reach sections of the community and deliver the reduce, re-use and recycle message.

A ‘Community Solutions’ project was established within the area in 2004 to support charities, voluntary and community groups to get involved in waste re-use. This project focuses on the re-use of furniture and household items, but also offers support in recycling and composting activities. The aims of the project are to:

- Increase the amount and range of materials re-used, recycled and composted;
- Increase the capacity of the voluntary and community sector to re-use, recycle and compost;
- Facilitate technical and financial support to groups;
- Encourage partnership working between groups, local businesses and the Partnership itself.

The project, established with funding provided under a Local Public Service Agreement (LPSA) between North Yorkshire County Council and Government, contributes to the delivery of many of this strategy’s objectives and will help to establish a sustainable and self-supporting re-use and recycling network in the area.

The Partnership will continue to **‘involve community and other groups in maximising opportunities for re-use’**.

The Strategy: Recycling & Composting

Excellent progress has been made in increasing recycling and composting performance since 'Let's Talk Rubbish' was published in 2002. The North Yorkshire Local Public Service Agreement (LPSA) committed the district and borough councils to improved recycling performance whilst providing additional funding to initiate schemes.

The City of York Council's recently agreed LPSA 2 will further improve existing performance.

The Table below sets out current targets and recent performance.

Table 3 Recycling / Composting Targets & Performance

Local Authority	Actual Performance 2004/05	Estimated Performance 2005/06	Statutory Recycling and Composting Target 05/06	NYCC LPSA Target (05/06)	CYC LPSA 2 Target (2007/08)
North Yorkshire County Council	21.98%	31.16%	21%	23.1% (10% 'stretch' on 21%)	N/A
City of York Council	17.77%	24.08%	18%	N/A	37.51%
Craven District Council	21.41%	27.06%	27%	Within NYCC LPSA target	N/A
Hambleton District Council	34.52%	39.72%	24%		N/A
Harrogate Borough Council	15.63%	21.54%	21%		N/A
Richmondshire District Council	11.99%	22.67%	18%		N/A
Ryedale District Council	25.40%	42.70%	33%		N/A
Scarborough Borough Council	14.87%	18.83%	18%		N/A
Selby District Council	14.71%	27.38%	18%		N/A

The authorities which had a statutory composting and recycling target of 18% in 2005/6 (the lowest performance target) will be required to meet a higher target of 20% in 2007/8. This will affect the City of York, Richmondshire, Scarborough and Selby authorities. The other

partners will retain their existing (2005/6) targets for 2007/8, however there is currently no statutory requirement to meet targets over 30%.

Improved recycling and composting performance has been delivered through:

- The introduction of new or enhanced kerbside collection schemes
- The introduction of alternate weekly collections of green waste and recyclables and residual wastes in some areas
- Improved separation of recyclable and compostable materials at Household Waste Recycling Centres as a result of facilities and new contractual and on-site arrangements
- An enhanced network of 'bring' bank recycling facilities

Recent studies have shown that a higher level of recycling is the most cost effective long term solution to delivering the Partnership's obligations. High levels of recycling are also essential for reasons of environmental protection, delivering sustainable solutions and satisfying public expectation.

Consequently the Partnership aims to achieve the following targets, as a minimum:

- **Recycle or compost 40% of household waste by 2010**
- **Recycle or compost 45% of household waste by 2013**
- **Recycle or compost 50% of household waste by 2020**

These targets have been amended since the consultation draft and have taken into account more detailed modelling of the costs and practicality of potential recycling levels using waste composition data. The targets that were considered in the draft revised strategy can be found in Supplementary Report number 5 headed "Consultation Document: Draft Revised Waste Strategy". Key to this change was the public concern that cost was an important issue to balance against levels of performance. The targets are also consistent, although more ambitious than, the current national proposals¹⁰.

High levels of recycling will only be realised with high levels of public involvement, and changes to the way we do things. It will mean some or all of the following:

- Provision of more information on how to recycle and compost
- Collections of a wider range of recyclable waste from households
- Provision of subsidised compost bins for home composting
- More local banks for recyclable materials closer to where people live
- Providing banks for a greater range of recyclable materials
- Designing collection systems and frequencies to encourage people to put more of their waste out for recycling

¹⁰ Review of England's Waste Strategy – A consultation document, February 2006

- Incentives for people to recycle and compost

The Strategy: Residual Waste Treatment & Disposal

There will always be a residual proportion of waste that cannot be recycled or composted. Even with full public participation in recycling, composting and re-use schemes (and the availability of sustainable markets for recyclables and compost) there will still be a remainder for treatment or disposal. In the case of household waste, this is a significant proportion. The Government has imposed restrictions on the disposal of biodegradable municipal waste in landfill without treating it first to reduce its biodegradable content and its environmental burden. When biodegradable waste breaks down within a landfill site it will form a gas (mostly methane and carbon dioxide) which can leak to the atmosphere contributing to global warming.

Partnership Members have agreed to set a target to, as a minimum:

- **Divert 75% of municipal waste from landfill by 2013**

This target relates to, yet exceeds the diversion needed to comply with the Landfill Directive and Landfill Allowance Trading Scheme (LATS) to reflect the Partnerships aspiration to be a high achieving group amongst English Shire Authorities. This target has been revised since the consultation draft of the Strategy based on detailed modelling and to keep some flexibility in the choice of the long term residual waste treatment option. The target that was considered in the draft revised strategy can be found in Supplementary Report number 5 headed "Consultation Document: Draft Revised Waste Strategy".

Although the use of landfill will diminish considerably over the strategy period, it will still provide an important element of the waste management system. It will remain a significant form of disposal for residual waste until suitable and acceptable alternative technologies are in place. It will also be used for the disposal of materials that are unsuitable for recycling or re-use or cannot be treated.

The eventual treatment arrangements to help divert the residual waste from landfill will be determined by a number of factors, including deliverability, cost and responses to invitations to tender. However, as a first step ahead of new service procurement, the Partnership has already considered its strategic objectives and preferences for treatment technologies with the advice of consultants and in consultation with other stakeholders and the public. This ensures bidders will put forward options that are desirable and that reflect Partnership aspirations.

Best Practicable Environmental Option

Consideration of residual waste treatment choices has been informed by the analysis of the best practicable environmental option (BPEO). This has regard not only to the environmental impacts of a technology, but also to the context of the proposal and local views. However, the BPEO only *informs* decisions, and does not provide 'the answer'.

BPEO is a strategic tool to help identify and assess the options available for managing a waste stream. Various scenarios are assessed in a systematic and balanced way taking into account a wide range of environmental criteria, as well as financial costs and reliability of delivery.

Two separate BPEO studies were carried out for the City of York Council and for North Yorkshire County Council during 2004. Their development was subject to public involvement and consultation as well as having Partner and stakeholder input.

As part of the BPEO evaluation, a number of potential treatment technology types were evaluated and ruled out from further consideration at that time including gasification, pyrolysis and anaerobic digestion. However, the Partnership has a desire to retain flexibility so as to be able to consider these and alternative approaches, for example if the industry has further developed appropriate technologies, at the time of going to tender.

The BPEO analysis concluded that mechanical biological treatment (MBT) presents the preferred option for York, with energy from waste incineration (EfW) being narrowly preferable to MBT for North Yorkshire.

Energy from waste incineration (EfW) is where value from waste is gained by burning it to generate heat and/or electricity. Most of the ash that remains can be recycled into road and building materials; only a small amount of ash remains which needs specialist disposal.

Mechanical Biological Treatment (MBT) is where waste is mechanically separated to recover more recyclables from our waste and then processed biologically to produce soil conditioner, other products, or a fuel that can then be used to generate heat and/or electricity.

Further details of the BPEO assessments undertaken and the options considered are available in Supplementary Report Number 3 available from www.rethinkrubbish-northyorks.com.

Conclusions on Residual Waste Treatment Options

Consultation on the draft Strategy considered two options for the treatment of the residual fraction of municipal waste. Either to send all of the waste to Energy from Waste (Incineration) plant/s or to pre-treat the waste first to recover more recyclable materials in an MBT plant, and to produce a fuel for burning in a smaller EfW plant/s. The results of the public consultation on this Strategy did not show a strong preference overall for either option.

Consequently, this Strategy is not specific on the preferred choice of technology although the Partnership expects that in accordance with the BPEO outcomes, residual waste will be treated by a combination of either or both MBT and/or Energy from Waste incineration processes. This is a rapidly changing area, with policy and technology still developing to meet the challenge of the Landfill Directive. Furthermore, a variety of views were expressed by the public with regard to the choice of treatment technologies and the feedback was not conclusive. The Partnership therefore consider it prudent to keep the specific choice of treatment option open and to assess the available options offered by the market at the time of going to tender.

The Partnership expects that in accordance with the BPEO, residual waste treatment in York and North Yorkshire will be by biological and/or thermal processes.

However, the ultimate technology solution may vary from the preferred options due to factors such as the availability of technology, markets for MBT products, government policy and regulations, practicalities, deliverability and cost.

The number of treatment technologies needed to deliver the strategy will depend on the scale of plant and the balance of decision making factors (i.e. one large scale

facility for the Partnership would take advantage of economies of scale whilst more smaller scale facilities might be more expensive but would serve wastes arising locally). Modelling of the different scenarios suggests it is likely to be between 1 – 3 facilities required, with the bulk of capacity operational by 2013 in order to reach the landfill diversion targets.

The draft revised strategy can be found in Supplementary Report number 5 headed “Consultation Document: Draft Revised Waste Strategy” and the results of the consultation can be found in Supplementary Report number 4 headed “Results of the Strategy Consultation”. Both reports are available from www.rethinkrubbish-northyorks.com.

What about Other Wastes arising in the Partnership Area?

As explained in the 'Scope' section of 'Let's talk less rubbish', this Strategy is primarily for municipal waste i.e. waste that the councils have a role in collecting and managing. Municipal waste is:

- Waste produced by householders
- Waste produced by schools and at other council premises
- Waste from commercial premises collected by the councils
- Litter and street sweepings
- Other waste collected by the councils, such as abandoned vehicles

Significant quantities of industrial and other commercial wastes are also produced in the Partnership's area and it is the responsibility of the producers of that waste to make sure that it is collected and managed in a responsible and environmentally acceptable manner.

The partners will make provision for commercial waste collected by or on behalf of the Partnership.

The Partnership also recognises that it has a role to play in the management of non municipal waste and partners currently participate and contribute to a series of activities on a local and regional level. These initiatives include:

- The sharing of best practice through Green Business initiatives (e.g. Envirowise, Business in the Community and Business Link)
- Linking with national programmes such as Defra's Business Resource Efficiency and Waste programme (BREW)
- Supporting Recycling Action Yorkshire (RAY) initiated by Yorkshire Forward to expand collection, reprocessing capacity and demand for recycle and compost in the region

These activities combined with community activities aim to influence and promote sustainable management of wastes from industrial and commercial sources. There are particular issues associated with hazardous and inert wastes which will be considered in the development of new initiatives where appropriate.

The Partnership will continue to liaise with relevant stakeholders to help improve facilities for non municipal wastes and to help to influence the reduction of wastes wherever practicable.

New initiatives and activities will be described in the waste strategy Action Plan.

How much will it Cost?

Municipal waste collection and management services in York and North Yorkshire cost local council tax payers about £85 per household per year (2004/5). In view of the increasing legislative and policy developments impacting on waste management activities (Supplementary Report 6, available from www.rethinkrubbish-northyorks.com), primarily designed to improve the environmental performance of municipal waste management services, the costs are expected to rise significantly despite the overall most cost-effective and appropriate solution being sought.

These additional costs could arise from:

- The provision of services (bins, boxes, vehicles) to enhance kerbside recycling and composting
- The construction and operation of additional infrastructure to support the enhanced collection and recycling services and to treat residual wastes
- The need for additional transportation of materials to facilities
- The higher costs of residual waste processing and treatment compared with the historically low cost of landfill disposal
- Campaign costs and activities to raise awareness about the need to minimise, re-use and recycle waste

However, any increase can be limited by:

- Delivering effective educational and waste minimisation initiatives to prevent waste arising in the first place and therefore reduce the amounts of waste left to deal with
- Making sure recycling and composting services are well used through increasing participation levels and materials capture rates
- Obtaining the most cost-effective solutions for council-tax payers by tendering for the long-term provision of services
- Delivering economies of scale by working together to make best use of available resources, facilities and opportunities
- Bulking waste and recyclable materials to minimise transportation impacts
- Applying effective enforcement initiatives to control inappropriate inputs to the municipal waste stream

The proposed combination of waste reduction initiatives, improved re-use, recycling and composting of waste, and the treatment of residual waste, as set out in this strategy is expected to deliver the stringent landfill diversion requirements of the Landfill Directive. Specifically to reduce the potential for exceeding landfill allowance allocations, particularly for the Landfill Directive target years (2010, 2013 and 2020).

An indication of likely costs for various treatment technologies is set out in the Table 4.

Table 4 Indicative Costs per Household with different end treatments

Cost of collection and disposal – 2005 prices (Landfill of residual waste)	£85 per household per year (currently amongst the lowest in England)
Minimum future cost using EfW as the prime residual waste treatment	£140 per household per year
Minimum future cost using EfW and MBT as the prime residual waste treatment	£165 per household per year

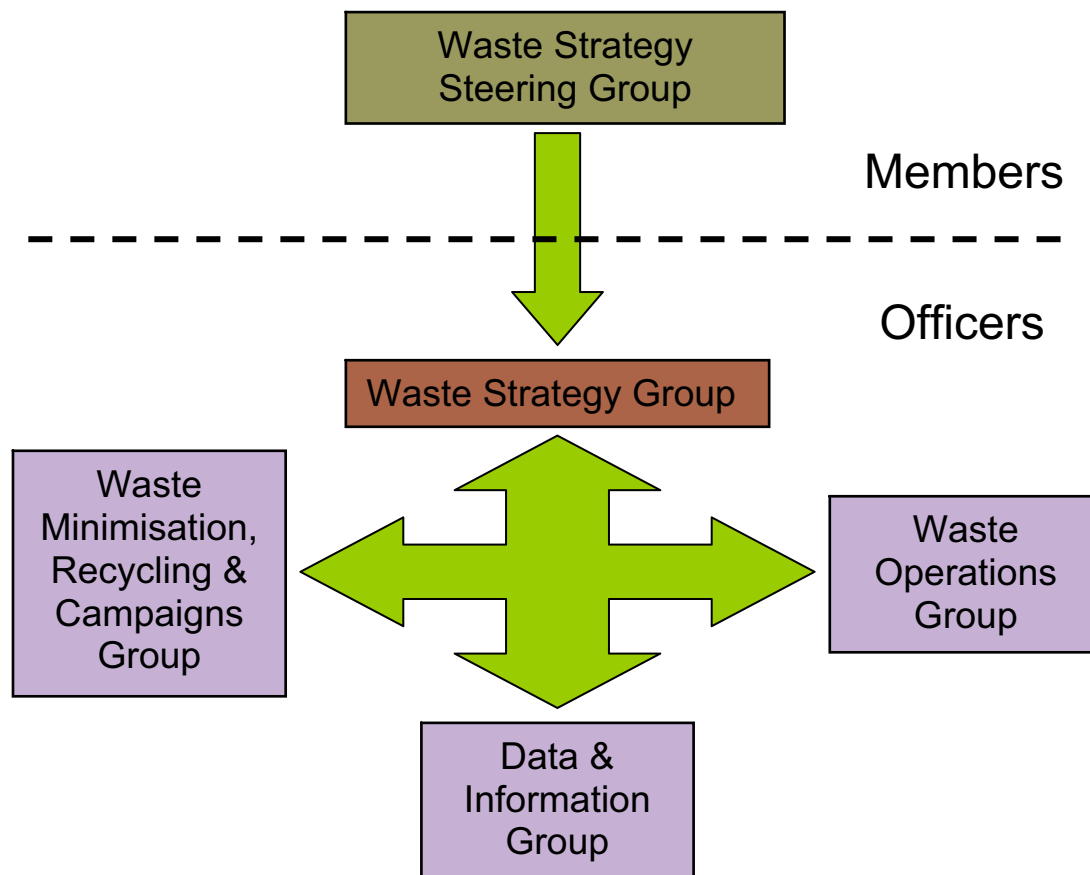
The financial and other implications of failure to achieve specified targets, particularly with respect to landfill allowance allocations are:

- Additional landfill charges
- Additional landfill tax obligations
- Financial penalties
- Poor Government and public perception
- Additional environmental burden

The Partnership recognises the financial risks and implications of not delivering and are working together with the industry, stakeholders and the public to ensure the infrastructure needed is available as soon as possible.

Working Together

The Partnership has been working closely together since 2003 to plan and develop future waste management services in a co-ordinated way. It is critical to the success of the strategy that joint decision making continues to play an important role. However, some decisions will continue to be best taken locally, provided they are consistent with the overall strategy. These decisions will include choices on waste collection, street cleansing and local recycling initiatives. The most efficient way of delivering some council waste disposal and collection services may be through single joint contracts for waste management. A summary diagram of how the Partnership operates is set out below.



There have been a number of recent initiatives that have enabled the Partnership itself to move forwards. These include:

- The signing of a Statement of Agreed Principles (SOAP) between partners
- The development of a Partnership business plan for 05/06 – 07/08
- The development of Service Level Agreements between the Partners for effective delivery of the Strategy
- The development of this strategy and supplementary strategy documents (e.g. the Waste Minimisation Strategy & Communications Plan)

The Partnership has identified an objective to seek to provide at least one location within each of the partner's areas where collected refuse and recyclables can be delivered for later processing or disposal i.e. a local transfer station or delivery point. The precise numbers and locations of delivery points will be determined collectively and will have regard to:

- Population densities
- Land use planning policies
- Availability of land
- Proximity to other delivery points or waste management systems

The impetus for Partnership development in future may be significantly influenced by government policy, which already appears to be moving rapidly towards requiring Partnership arrangements between two-tier authorities as a minimum. The area has already recognised that there are benefits to be gained from joint working with the Partnership extending to the City of York Council (a unitary authority) as well as the 7 District and Borough Councils and the County Council. All members are committed to both this Strategy and continued Partnership working in this way.

Review of the Strategy

'Let's talk less rubbish' includes a series of actions to deliver the targets and policies explained within this Headline Strategy. The Strategy Action Plan is being developed by the Partnership and is due to be published in December 2006. The Plan will be reviewed at 'trigger' points and is intended to be flexible to manage the delivery of the targets whilst providing a structure and accountability for delivery. In some instances, for example for waste growth, there is intended to be a review in 2008 of two of the targets, this will clearly also impact on the Headline Strategy and an addendum or minor revision may need to be undertaken at that point of both the Action Plan and the Headline Strategy.

There will be a complete review of the strategy as a whole in 2010/11. This will allow both targets to be modified and policies to be introduced where appropriate to deal with the situation at that time.

How will this Strategy make a Difference?

This Strategy and the associated Action Plan set out how all of the Partners in the York and North Yorkshire Waste Partnership will work together over the next 20 years to deliver the aims, objectives and targets set out in this strategy.

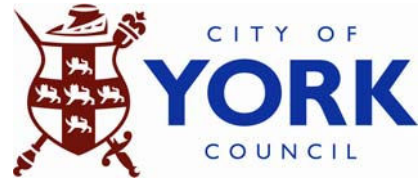
We will:

- Reduce waste by implementing campaigns and developing practical initiatives, as set out in the waste minimisation strategy and associated action plan (supplementary report 1) so that we can:
 - Contain average household waste arisings so that residents of the Partnership area generate less per head than the average for Shire counties by 2008, and
 - Be amongst the lowest 25% of these by 2013; and
 - Specifically reduce annual average growth of household waste per head to zero % by 2008
- Continue to involve community and other groups in maximising opportunities for re-use.
- Continue to improve the recycling and composting services offered across the Partnership area, so that as a minimum, we
 - Recycle or compost 40% of household waste by 2010
 - Recycle or compost 45% of household waste by 2013
 - Recycle or compost 50% of household waste by 2020
- Carry out further work with key stakeholders and industry to determine the optimum number of waste treatment facilities that are required across the Partnership area to deliver the targets within this Strategy.
- Continue to work with key stakeholders and industry as part of the procurement process for new services to determine the preferred technology for residual waste treatment, although the Partnership expects that in accordance with the BPEO, residual waste treatment in York and North Yorkshire will be by biological and/or thermal processes. Whichever technology becomes the preferred option, we will as a minimum, divert 75% of municipal waste away from landfill by 2013.

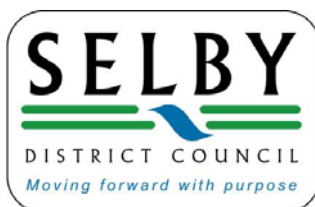
- Review the complete Strategy (or specific sections of it) according to the timetable set out within this document and produce an addendum or make a minor revision to either the Headline Strategy or the Action Plan if necessary at that time.

The York and North Yorkshire Waste Partnership comprises:

- North Yorkshire County Council
- Craven District Council
- Hambleton District Council
- Harrogate Borough Council
- Richmondshire District Council
- Ryedale District Council
- Scarborough Borough Council
- Selby District Council
- City of York Council



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Executive**13 June 2006**

Report of the Director of City Strategy

Bus Information Service Provision**Summary**

1. This report details alternative service provision for the Bus Information Service (Businfo) following the decision at Budget Council (01/03/06) to close the office, that operated from 20 George Hudson Street. The report recommends adoption of the alternative proposals for service provision.

Background

2. Under the Provisions of the Transport Act 2000 there is a requirement for the Council to determine the level of local bus information to be provided and how it should be made available. It is regarded by many local authorities as good practice to provide the information and the Department for Transport's 'Full Guidance on Local Transport Plans' suggests use of 'marketing and transport information services' to deliver progress on the 'shared priorities.' Furthermore, the Council is involved in key partnerships that include the provision of bus information.
3. The Yorkshire Traveline is a regional partnership that co-ordinates the telephone answering service (0870 608 2608) and the internet journey planning services, as well as co-ordinating the data behind these information systems. The York bus information service, handles local telephone enquiries relating to queries about bus services in York, although when the telephones are busy or the office not staffed, these telephone calls are diverted to another regional information service (East Yorkshire Motor Services (EYMS)) in Hull. The service in George Hudson Street is also a walk-in centre for providing information and issue of bus passes.
4. The Transport Act empowers local authorities to provide bus information if this is not provided adequately by bus operators, and to recover the cost of doing so. However, actions to progress all issues affecting bus services (including bus information) are established through the Quality Bus Partnership (QBP), which is a quarterly meeting between the bus operators and the Council. The group is independently chaired and the agenda and minutes resourced by the Council's Transport Planning unit. Attempts to seek financial support from the bus operators to provide the bus information service, were unsuccessful.

5. The Council has traditionally led on the provision of bus information by providing a dedicated team of staff and resources to answer telephone enquiries (York 551400). The bus information team at George Hudson Street office also provided other functions :-
 - Issuing concessionary bus passes and tokens for older citizens, disabled citizens
 - Young peoples YOZone cards.
 - Staff Park and Ride passes (any changes regarding issue of passes will .be brought forward after consultation with unions)
 - Hosting the Dial & Ride booking service.
 - Taking bookings for the Wigglybus service.
 - Distribution of bus timetables.
 - Face-to-face bus information enquiries. This aspect of the service will cease.
 - Handling email enquiries.
 - Information on temporary service changes, for example: details of bus route diversions and special information for events such as race days.
 - Additional information on other sustainable transport alternatives.
 - Providing information and support to Council officers to assist in the efficient use of the transport network
6. As part of the budget savings for 2006/7 the current bus information service office was closed on the 1st June 2006. The cost, to the Council, of providing the bus information service in 2005/06 was £107,000. To achieve budget savings the budget available in 2006/07 is £52,000 reducing to £37,000 in 2007/08.
7. A target date for the closure of Businfo office was set for 1st September 2006 to allow sufficient time for an alternative way of delivering the service to be researched and implemented. However, the closure was brought forward to the 1st June 2006, with the service at the Businfo office ceasing at the end of the working day on 31st May 2006. This was due to increasing difficulties in ensuring service is maintained as Businfo staff seek alternative employment in advance of the initial target closure date.
8. It was expected to present the options for the alternative provision of Businfo services to the Executive prior to its closure. However, due to the time required to fully assess the complexities of how the service is delivered, and identify and address the numerous issues arising from securing an alternative way of providing the services it has unfortunately been delayed. This includes addressing staffing issues which have been further hampered by the resistance of some staff to the closure.

Consultation

9. The decision to close the service was progressed through Planning and Transport EMAP, Executive and Full Council. Details of the closure plans were requested as part of that process.

Options and Analysis

Telephone Enquiries

10. It is estimated that approximately 6250 (average.) telephone enquiries are made to the York Businfo office each month. Approximately 4,350 of these arise from calls to the local bus information telephone no. (551400). The remaining calls arise from enquiries to the Yorkshire Traveline.
11. Due to the short timescales involved in the closure of the office, the existing arrangements with EYMS on Traveline have been extended to include 551400 calls until November 2006. The IT requirements to transfer 551400 calls directly to Hull have now been completed. Monitoring of the telephone enquiries from 1st June will take place to gauge the level of service received.
12. As staff leave and take up other posts, it was necessary to reduce the opening hours of the York Businfo office in the evening and at week ends. Reduced staffing levels have also meant that an increasing number of calls to 551400 have been transferred to EYMS from 1st April 2006 to maintain the existing level of service.
13. From the 1st June 2006, following the closure of the Businfo office, three options are available for providing public transport information; these being:
 - i) Retain the local Businfo contact telephone no. and transfer enquiries automatically to the regional 'Traveline' travel information office in Hull, operated by EYMS. For this option, the calls will be closely monitored and the measures will be reviewed prior to November 2006 to allow officers time to progress the tendering of the service for the long term provision of telephone enquiries.
 - ii) Retain the local Businfo contact telephone no and provide voicemail / answerphone giving callers contact details for national 'Traveline' and local bus operators.
 - iii) Remove all references to the local Businfo contact telephone no. (551400) on bus stop flags etc. and replace with the national 'Traveline' contact telephone no. and website address.
14. For all of the above options the Council will be required to continue to contribute financially towards the operation of the regional travel information office. Based on the proportion of traveline enquiries from the York area in relation to the total number of enquiries received. However, as option i) diverts a significant number of 551400 calls a discounted contribution rate for enquires using the traveline

number has been extended to November 2006. The continuance of a discounted contribution is being pursued.

15. Each of the options has advantages and disadvantages in relation to costs and the likely risk impacts. These are described in the 'implications' section.
16. Issuing of printed information such as timetables following enquiries, cannot be continued in any of the three options.

Handling email enquiries and other remote enquiries

17. Email enquiries on bus information timetables will no longer be available. The introduction of new technologies means that it is now possible to obtain more information through the internet and mobile phone text messaging. The Council, through its existing transport planning staff, is continually improving these services. In addition, dedicated 'City Space' electronic travel information and ticketing kiosks have been installed at four key locations in the City. These are available to use 24 hours a day and are currently being trialled. It is expected that, subject to satisfactory performance, more kiosks will be installed at various locations throughout the city. It may also be possible, in future, to service email and other remote enquiries through developments of easy@york or a contractual relationship with a regional travel information centre. It is proposed to work towards a long term solution to this issue.
18. The responsibility for dealing with remote enquiries in the future will be through the individual bus companies operating in York. The Council will work through the QBP to ensure that we maximise publicity of this service with the operators.
19. The internet is a major information resource that may, at present, be underutilised. Bus operators will, also through the QBP, become responsible for including high quality information about bus services on their individual web-sites. The National Traveline website (www.traveline.org.uk) provides links to regional travel centres, regional Traveline sites (e.g. www.yorkshiretravel.net) and the Transport direct web-site (www.transportdirect.info).

Issuing of Concessionary Travel Passes and Cards

20. Whilst the majority of older persons concessionary bus passes are currently issued at the Guildhall during March and April, the remainder of the concessionary passes are issued at the Bus Information Office, throughout the remainder of the year. Typically before the introduction of free travel for older persons about 190 new and renewed bus passes were dealt with by the Bus Information team each month. With the introduction of free travel for older persons, there has been a significant increase in the number of passes issued and for the period 24th April – 12th May, nearly 300 passes per week (average) have been issued. This is expected to reduce as the year progresses and will continue to be monitored. Costs are covered from the concessionary travel budget.
21. It is proposed that, in the short term, staff will be in attendance at Reception at the Council's Office in 9 St Leonard's Place, during normal office hours

(8.30 to 5.00 Monday to Friday) to provide this service. In the longer term it is anticipated that Parking Services staff will perform this function in the same office.

22. The training of staff and provision of administrative material to support the service is in progress.
23. The database of passes and co-ordination of the service would remain within the Transport Planning Unit. Postal applications for passes would be transferred to Parking Services staff.

YOZone cards

24. About 700 YOZone cards are issued each year with a peak in demand around the school summer holiday period.
25. Through the Quality Bus Partnership bus operators in York have agreed in principle to extending the YOZone card to young people up to the age of 18. This is expected to lead to a greater demand for the pass in the future.
26. It is proposed that, in the short term, staff will be in attendance at Reception at the Council's Office in 9 St Leonard's Place, during normal Office hours (8.30 to 5.00 Monday to Friday) to provide this service. In the longer term it is anticipated that Parking Services staff will perform this function in the same office.
27. To ease the pressure on the Parking Services staff, the Transport Planning Unit will hold Roadshows at education establishments to encourage young people to renew and be issued with their cards at the place of their study.

Staff Park and Ride Passes

28. It has been agreed that the renewal of the staff park and ride passes will be carried out at the Park and Ride sites (Askham Bar, Monks Cross, Grimston and Rawcliffe Bar). This arrangement is already in place and Council staff have been informed of this as a permanent arrangement.

Dial and Ride

29. As a temporary measure, the continued use of part of the present Businfo office space will be used, during the vacancy notice period, to accommodate the Dial & Ride Booking service. However, the enhanced telephone answering service, stipulated under the Service Level Agreement, can no longer be staffed because of the loss of the Businfo officer who performed this function. To cover this, in the short term, a telephone messaging phone service has been provided. In addition an emergency contact number will be provided for those occasions when either a booking error or practical problems lead to a customer not being picked up. The longer term arrangements will need to be resolved to ensure the correct functioning of the Service Level Agreement for Dial and Ride services.
30. Publicity began in May to advise customers that Dial and Ride bookings can only be taken between the hours of 9 to 12, Monday to Friday.

Wigglybus

31. The Wigglybus is a demand responsive bus service to assist accessibility into the rural areas of York.
32. Bookings are taken by the Bus Information staff up to 5pm before the day of travel (Saturday for Monday journeys). For the period 1st June – 30th June this service will temporarily be transferred to the Transport Planning Unit.

Distribution of timetables

33. Printed information have been provided to as many customers as possible through outlets around the city. This includes Council owned buildings such as libraries and receptions.
34. Bus operators have agreed in principle to this and are willing to supply timetables and assistance if required for distribution. This will need effective management and coordination between the Council's Transport Planning Unit and the bus operators. Investigations and negotiations into providing information through a number of council outlets or post offices are currently underway.
35. The Tourist Information Centres will continue to distribute public transport information to attractions within the City, but will not provide any enhanced service.
36. City of York Council staff will undertake a quality control check of information at bus stops over the summer of 2006 to ensure up to date timetables are in use.

Face to face enquiries.

37. The bus information office received a large number of enquiries face-to-face (approximately 2000 customers per month entering the office). This service can no longer be provided. Enquiries have been made with the easy@york service but face-to-face customer services will be a later phase of the project, due to be delivered in 2010.
38. The development and application of new information communication technology (ICT) to provide other means of satisfying enquiries is a part of the smarter choices strategy of the LTP and will be progressed. This includes use of the internet, mobile phones and dedicated automated kiosks.

Information on temporary service changes

39. Staff at the bus information office processed temporary diversions caused by roadworks or events. This included liaising with operators and posting temporary stop information. This information was then used to inform telephone callers.
40. The Council will continue to co-ordinate notification of street closures but informing customers (including the regional traveline office) of the practical service changes will be the responsibility of the individual bus operators.

Additional Information on sustainable travel alternatives

41. The QBP will endeavour to provide up to date bus information at bus stops. The Council's Transport Planning Unit is continuing to develop the provision of additional sustainable travel information as part of the Council's smarter choices strategy.

Publicity

42. A press release was issued regarding the closure of the office. Officers have been in discussion with the Marketing and Communications team on how to publicise the closure of the service and how information can be accessed in the future. This was carried out by the following :-
- Notices in the Bus Information Office.
 - Purchasing space in the Evening Press with a special information page.
 - On the Councils web site.
 - Your City and other Council newsletters.
 - Publicity on buses, as agreed with bus operators.

Corporate Objectives

43. The actions and proposals contained in this report will meet the agreed budget savings approved by Full Council. The service continues to contribute to the following Corporate Aims:
- **Corporate Aim 6: Ensure that all council services are accessible and inclusive, and build strong proud local communities.**
 - This proposal would contribute to making best use of national and regional travel information services augmented by future long-term integration with the easy@york service and the use of technological innovation to deliver accessible and reliable information
 - **Corporate Aim 8: Transform City of York Council into an excellent customer focused 'can-do' authority.**
 - This proposal would enable the Council to make best use of national and regional travel information services augmented by future integration with the easy@york service and the use of technological innovation to deliver accessible and reliable information, whilst ensuring value for money. It also enacts the savings as agreed at Budget Council on 01/03/06.

Implications

- **Financial**

44. The budget for Bus info totalled £107k in 2005/06. The reductions agreed as part of the budget process reduces this to £52k in 2006/07 and £37k in 2007/08.
45. The three options proposed for the Businfo service are as follows
- i) Retain the local Businfo contact telephone no. and transfer enquiries automatically to the regional 'Traveline' travel information office in Hull, operated by EYMS. For this option, the calls will be closely monitored and the measures will be reviewed prior to November 2006. to allow officers time to progress the tendering of the service for the long term provision of telephone enquiries.
 - ii) Retain the local Businfo contact telephone no and provide voicemail / answerphone giving callers contact details for national 'Traveline' and local bus operators.
 - iii) Remove all references to the local Businfo contact telephone no. (551400) on bus stop flags etc. and replace with the national 'Traveline' contact telephone no. and website address.
46. The detailed costings are shown in Annex A and summarised below

	Option i (£'000)		Option ii (£'000)		Option iii (£'000)	
	Cost	Budget	Cost	Budget	Cost	Budget
2006/07	63.5	52.0	64.2	52.0	73.5	52.0
2007/08	38.8	37.0	37.3	37.0	37.3	37.0

47. Members will note that the three options are affordable in future years – option i) being the most expensive of £1.8k over budget. This level of additional cost can be contained within Transport Planning budgets. The three options do however show overspends in 2006/07 totalling c £12k for options i) and ii) and £21.5k for option iii). The difference in the costs is that option iii) will require all bus flags to be altered.
48. The greater part of the costs for the closure of the information service is estimated is for updating the information at bus stop flags etc. and reprinting information that directly refers to the bus information office (such as YOZone Cards).
49. The overspend in 2006/07 will be reported to the City Strategy EMAP as part of the ongoing financial monitoring reports the first of which will be taken in September. It is anticipated at this time the overspend will be contained within the City Strategy budget
- **Human Resources (HR)**
50. These actions and proposals have reduced the number of staff by 5 full time equivalents (6 employees). The City's management of change policy which outline the Council's procedure for dealing with redundancy and redeployment have been

applied. Of these 5 staff, 4 were made redundant with a total redundancy payment of £8.5k that was funded from the corporate redundancy budget. The procedure takes into account statutory obligations for consultation, measures for minimising the impact of redundancy and observance of fair selection criteria.

51. It should be noted the some of the duties currently carried out by the bus information team will be absorbed by the Transport Planning and Parking Services teams. This may result in additional work that cannot be absorbed by those teams without affecting service delivery in other areas. This will be monitored by the respective Heads of Services.

- **Equalities**

52. The closure of this service has a particular consequence on disabled and older people. These equalities issues will need to be considered through an equalities impact assessment and in consultation with the affected groups. The results of this assessment will need to inform the decision about how these services are provided in the future

- **Legal**

53. The proposals contained in this report comply with the requirements of the Transport Act 2000 concerning the provision of information about bus services. There are no other legal implications arising from this report

- **Crime and Disorder**

54. There are no implications.

- **Information Technology (IT)**

55. There are significant IT improvements required to provide fully accessible, up to date and reliable information.

- **Property**

56. There are no implications.

- **Other**

57. None Identified

Risk Management

58. The assessment of risks associated with the recommendation is contained in Annex B and summarised below.

59. In compliance with the Council's risk management strategy the main risks that have been identified are those that may reduce customers desire to use public transport contrary to the transport strategy in the local transport plan (Strategic), a

disjointed services (Operational), and maintain the quality and consistency of information (Reputational). In addition the estimated savings predicted at Council Budget may not be fully realised as a result of the continued contribution to the traveline service and one-off closure expenses (Financial).

- 60. Measured in terms of impact and likelihood, the risk score for all of these has been assessed at 16 or above, placing it in the HIGH category. An action plan (see mitigation measures column in table at Annexe B) has been devised to reduce the risk to at least MEDIUM, and if practicable, LOW within 12 months, with lead responsibility assigned to Julie Hurley.
- 61. The management of these risks provides the council with the opportunity to provide more effective services to all council customers. All of the options presented affect the way that customers are able to obtain travel information. Option i) causes the minimum amount of disruption to customers and minimises the one-off costs for the Council in closing the Businfo office.

Recommendations

- 62. It is recommended that the Executive approves the actions taken and those proposed in paragraphs 10 to 42 of this report.
- 63. The Executive are recommended to adopt Option i) for telephone enquiries and retain the local contact phone number (551400) and divert calls to the 'Traveline' regional travel office in Hull at no extra cost to the customer.

Contact Details

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Chief Officer Responsible for the report:
Damon Copperthwaite
Acting Assistant Director for City Development and
Transport

Report Approved **Date**

Report Approved **Date** *Insert Date*

Wards Affected: All wards affected

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annexe A Financial Implications
Annexe B Risk Assessment

Annexe A
Financial Implications

Option i) - Closure of Businfo, and transfer calls to Traveline Hull.

<u>2006/07</u> <u>Expenditure</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Staffing	Costs to 31 st May	13.0	
Publicity	Leaflets Redesign	5.0	
	Printing Costs	0.2	
	Distribution Costs	1.0	
	Advertising	0.8	
Closure Costs	Removal and storage	1.0	
IT Costs	Network Costs	0.3	
Accommodation	Admin Buildings	7.4	
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	21.5	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total 2006-07 Expenditure	63.5	52.0

<u>Future Years</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	25.5	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total Recurring Costs	38.8	37.0

Annex A
Financial Implications

Option ii) - Closure of Businfo, and provide answerphone/voicemail service to advise callers of other contact numbers.

<u>2006/07</u> <u>Expenditure</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Staffing	Costs to 31 st May	13.0	
Publicity	Leaflets Redesign	5.0	
	Printing Costs	0.2	
	Distribution Costs	1.0	
	Advertising	0.8	
Closure Costs	Removal and storage	1.0	
IT Costs	Provision of voicemail service	1.0	
Accommodation	Admin Buildings	7.4	
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	21.5	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total 2006-07 Expenditure	64.2	52.0

<u>Future Years</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	24.0	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total Recurring Costs	37.3	37.0

Annex A
Financial Implications

Option iii) - Closure of Businfo, and transfer calls to Traveline Hull.

<u>2006/07</u> <u>Expenditure</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Staffing	Costs to 31 st May	13.0	
Publicity	Leaflets Redesign	5.0	
	Printing Costs	0.2	
	Distribution Costs	1.0	
	Advertising	0.8	
	Update bus flag contact info	10.0	
Closure Costs	Removal and storage	1.0	
IT Costs	Provision of voicemail service	0.3	
Accommodation	Admin Buildings	7.4	
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	21.5	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total 2006-07 Expenditure	73.5	52.0

<u>Future Years</u>		<u>Cost</u>	<u>Budget</u>
		<u>£'000</u>	<u>£'000</u>
Regional Travel Centre	Contribution to EYMS Regional Travel Centre	24.0	
Traveline Journey Planner	Contribution to Regional Web based journey Planner	13.3	
	Total Recurring Costs	37.3	37.0

Risk Implications of Options i, ii, and iii for providing an alternative service after closure of the Businfo office

Type	Score	Description	Mitigation Measures
Strategic	20	The effects of changing the service delivery impacts upon the use of public transport in the city contrary to the Local Transport Plan Strategy	Ensure that the service provided is of the highest standard possible and any issues that arise are dealt with quickly so that confidence is maintained.
Operational	16	The disaggregation of the service to other providers and the bus companies may result in a disjointed service for customers.	Publicise where information can be obtained and ensure effective partnerships are in place to provide sufficient correct information
Finance	20	The recommendations pose the potential risk of anticipated savings not being realised, particularly option iii.	Look for other efficiency savings to compensate
Organisation / Reputation	16	The recommendations are highly dependent on the cooperation and performance of partner organisations in the public/private sector and proper functioning of technology. DfT monitor the provision of bus information on a regional basis any fall in standards could affect our reputation with DfT.	Develop and maintain high quality partnerships



Executive

13 June 2006

Report of the Head of Civic, Democratic & Legal Services

Scrutiny of Inclusive Decision Making in City of York Council

Purpose of the report

1. The purpose of this report is to ask members to consider the final report of the Inclusive Decision Making Ad Hoc Scrutiny Panel which makes recommendations about making the Council's decision making process more accessible to all members of the community.

Background

2. At the meeting of the Ad Hoc Scrutiny Panel held on 22 March 2006 members agreed their recommendations and to send their report to the Executive for consideration.

Options

3. The various options and alternatives considered for delivering a more fully accessible process are set out in the Panel's report attached at Annex A.

Consultation

4. Details of the consultation undertaken during the review are given in the final report at Annex A.

Implications

5. Financial implications are included in the report at Annex B. No other implications have been highlighted by the relevant officers.

Risk Management

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

Recommendations

7. Members are asked to consider the recommendations included in the report enclosed at Annex A.

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Chief Officer Responsible for the report:

Suzan Hemingway
Head of Civic, Democratic and Legal Services

Report Approved



Date 02/06/06

Specialist Implications Officer(s) *List information for all*

Implication ie Financial

Name Peter Steed

Title Head of Financial Services

Tel No. 01904551100

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

All



Annexes

Annex A– Final Report of the Inclusive Decision Making Ad Hoc Scrutiny Panel

Annex B – Financial Implications

Background Papers

Annex A– Final Report of the Inclusive Decision Making Ad Hoc Scrutiny Panel

Inclusive Decision Making Ad Hoc Scrutiny Panel



Final Report March 2006

Chairman's Foreword

I would like to thank all those who have been involved in this important topic. Their help and knowledge have been invaluable. I would particularly like to give a very special 'thank you' to Barbara Boyce and Jules Horsler for their commitment and enthusiasm and to all co-opted members for giving up their valuable time.

We know that some groups of disadvantaged people find it harder to influence the decision-making process than other people. This is unacceptable, and we need to work together to ensure that the council involves need to reach groups in decision making in a manner that is accessible – but above all – equitable. As has been said before; the more inclusive the decision-making, the better the decision-making.

Members of this panel have been visited by the following organisations, and I would like to thank them for their time:

Disabled Persons' Advisory Group
Leeds Involvement Project
York BME Citizens Open Forum
LGBT Forum Steering Group
Inclusive Living Sheffield

I would like to congratulate all involved. We have identified some key recommendations that will enable York to become more inclusive and I look forward to seeing them adopted.

Cllr Paul Blanchard

Glossary of abbreviations used in this report

CYC	City of York Council
BME	Black and minority ethnic
DPAG	Disabled Person's Advisory Group
LGBT	Lesbian, Gay, Bisexual and Transgender
MESMAC	Community support service for gay and bisexual men
OPA	Older People's Assembly
YREN	York Racial Equality Network
SIWG	Social Inclusion Working Group

Summary of Recommendations

1.The council should consult on the formation of an Social Inclusion Working Group as discussed in Annex C to consider:

- Whether the remit and membership DPAG could be expanded to include other equality issues.
- How disabled people can be supported to participate in an inclusive and pan-impairment forum in the future if the role of DPAG has been expanded in this way.
- Whether resources could be found to support the participation of community groups in an Equality Advisory Group.
- The Social Inclusion Working Group should incorporate the levels and principles of participation detailed in 3.1 – 3.3 of this report and determine how these can be measured.

2.The Council should work to strengthen inter-faith partnerships

- The efforts to develop inter-faith work through the “City of Faiths” initiative and partnerships such as York Churches Together should be supported and encouraged by the council.
- There needs to be clarity about the role, remit, powers and relationships of those involved in partnership bodies.
- Actively involve faith groups in areas of common interest in the Local Strategic Partnership’s work.
- Faith groups should be encouraged to participate at Ward Committees.
- Ensure council agendas are accessible to forums such as Churches Together in York and the York branches of the British Humanist Association and the British Secular Society. This would enable them to know what was due to be discussed so they could contribute to the discussions where relevant.

3.The Council should improve communication with need-to-reach groups

- The requirements made of community forums to be inclusive and accountable to the communities they represent.
- The level of resources given to community forums to enable them to be inclusive, accountable and sustainable.

4.The council should encourage the co-option of community representatives onto decision making bodies.

- Provide training to committee / board chairs to enable them to make meetings more welcoming and inclusive. This could include guidance on dealing with co-optees, visitors and members of the public.

- Review and share with co-optees and community groups the guide to how the council runs and its decision-making structures (produced for Councillors).
- There should also be training for co-optees prior to attending meetings.
- Community forum representation from BME communities, young people, disabled people, LGBT communities and older people will be gender balanced. The community issues set out in section 6 of this report should be addressed by the Council in consultation with the relevant groups.

Inclusive Decision Making Scrutiny Panel

1. Background

1.1 The Older People's Assembly in 2005 asked the Older People's Champion to look at age discrimination in the Council and in particular to address older people's involvement in the council's decision-making process. At the same time consultation for the development of the Pride in our Communities (PIOC) Equality Strategy (2005-8) showed that groups representing people from disadvantaged communities felt that the council's decision-making needed to be more accessible and inclusive. The PIOC therefore identified as a priority to review how community groups participate in decision-making. A Scrutiny Topic was registered by Cllrs Kirk and Potter and Julian Horsler, the Equalities Officer (see Annex A). This Scrutiny Panel (see Annex B) was therefore established with the following remit:

1.2 Objectives

- To establish a base for all sections of the community to become involved in the decision making process.
- To ensure that access to the decision making process is clear, coherent and consistent.
- To feed into the constitutional review with recommendations about future structure of decision making bodies.

1.3 Scope

- To carry out an 'audit' of community input into the decision-making process in York.
- To compare practices in other local authorities and other relevant organisations in the private or community sectors.
- To liaise with community organisations to ascertain their views about the system in York.
- To identify principles against which any changes to community input to decision making can be based.
- To identify improvements which could be made to the structure and process in York to ensure that community involvement is effective and equitable.

2. How the panel did the review.

2.1 The Scrutiny Panel co-opted a number of community representatives to sit on the panel, and others were invited to contribute to specific discussion topics. These were:

- Lynn Jeffries, member of Include Us In.
- Jack Archer, member of the Older Peoples Assembly and Older Citizens Advocacy York.
- Rita Sanderson, York Racial Equality Network.

- Paul Wordsworth, York Churches Together.
- Fiona Walker, member of York RAP group (organisation of young disabled people) – contributor to discussion on DPAG.
- Mike Higgins, Inclusive Living Sheffield - contributor to discussion on disabled people's involvement.
- Kenny Lieske, MESMAC Yorkshire – contributor to discussion on LGBT Forum.

2.2 The panel held four informal sessions where it examined the principles and levels of participation it would like to underpin its review and proposals. It also invited people to the meetings to provide evidence and arranged visits to projects elsewhere to observe and learn from their practice. Examples include:

- **York BME Citizens Open Forum**

This was held on 9 March 2006 and approximately 40 people were there with about 70% from ethnic minorities. It was encouraging to see a wide diversity of ethnic backgrounds represented. There was a presentation from the Commission for Equality and Human Rights (CEHR) which outlined their role and responsibilities to BME groups. This was an interesting presentation which highlighted the need for York to be more aware of its growing ethnic diversity, in particular the growing population of immigrants from eastern Europe and its responsibilities to all BME groups.

- **Disabled Persons Advisory Group**

Members attended DPAG as observers on 25 January 2006. It appeared to be well attended but as there were no introductions our observers did not know who many of the attendees were and could see no name cards. The chair was friendly but did not make any concessions e.g. the attendees were not asked if they could hear everyone, nor was anyone asked if they could read the papers clearly. There were no housekeeping rules reminding everyone what to do if the fire alarm went off, or where the disabled toilets were situated.

The meeting was conducted in a manner similar to many other Council meetings and many of the attendees made no contribution to the discussion. It was felt that it could have been more inclusive, for example by going round the table and asking every attendee if they wished to add anything to the debate. The observers were also conscious of the very formal surroundings and wondered if this was an inhibiting factor.

- **Leeds Involvement Project**

Discussions were held with the manager and the coordinator of the mental health service user forums. The project had established a good reputation and attracted considerable funding over the past few years due to consistently supporting the effective involvement of disabled people and carers in a range of forums, reference groups, focus groups,

and partnership boards as requested by public agencies in the city. They worked to agreed principles; such as participants are paid for their time and expertise, and they are given appropriate training prior to involvement to ensure participation is on an equal and fair basis. See also Annex C

- **Yorkshire MESMAC LGBT Forum Steering Group**

MESMAC is one of the oldest and largest sexual health organisations in the country working predominately with Gay men, Bisexual men and men who have sex with men. They work across North and West Yorkshire, with offices in Leeds, Bradford, Wakefield, and York.

On February 13th, Jack Archer, Fiona Walker and Lynn Jeffries attended the inaugural LGBT (Lesbian, Gay, Bisexual, Transgender) Forum meeting, which Yorkshire MESMAC hosted at their York offices.

The meeting was very well attended (the room was filled to capacity) and very well organised. The focus of the meeting was to identify the needs of LGBT people in the York area whilst developing new initiatives for the future.

Areas discussed included:

- . The proposal of a LGBT newsletter that can be circulated and distributed
- . The need and opportunities for representatives of the LGBT Forum to participate on local authority committees and;
- . The development of some form of 'Pride Event' taking place in York during the summer.

By the end of the meeting, a 'social committee' to look at potential social outlets and a newsletter team had been established and a representative from the LGBT forum was elected to join the ad hoc scrutiny group.

- 2.3 The panel also sent a questionnaire to community and voluntary groups seeking their views and experiences of the inclusivity and accessibility of the council's decision-making process. 27 questionnaires were returned and their findings discussed at the informal panel sessions.

3. Principles To Underpin the Review

- 3.1 The panel considered what level of participation it felt it was concerned with in this review. It looked at the following levels of participation (the most substantial being the "Supporting" and the least being "information").

Supporting	⇒	You help others do what they want – perhaps with a framework of grants, advice and support.
Acting Together	⇒	Not only do different interests decide together but they form a partnership to carry it out.
Deciding Together	⇒	You encourage others to provide some additional ideas and options, and join in deciding the best way forward.
Consultation	⇒	You offer a number of options and listen to the feedback you get.
Information	⇒	The least you can do is tell people what is planned.

3.2 The Panel agreed that all levels of participation may be appropriate in certain circumstances. However the level that this scrutiny project should focus on is “deciding together” – with a vision that the higher the level we can achieve the better. The Panel agreed that ‘information’ and ‘consulting’ were important elements but not sufficient on their own to constitute effective involvement – nor were they the focus of this Scrutiny Panel.

3.3 The panel agreed the following principles that they believe should underpin any structures to support inclusion in decision-making. Although all principles were felt to be essential they were ranked in order of importance:

Effective The participation should be effective – by influencing the decisions the council makes for the better. This is not just a fundamental principle but also the overriding purpose of inclusive decision-making.

Openness and honesty This principle applies to all those involved in the decision-making (the Council and the community). There must be no hidden agendas or ulterior motives. This is essential if the participation is to be based on trust – and hence if it is to be effective.

Accessible and inclusive The participation process should be accessible to all. This includes ensuring disability access but also that the times, places and publicity for the participation meetings / events are inclusive. The processes should also be imaginative, varied and fun – one size does not fit all.

Good communication	It must be clear to all involved what decisions can be influenced, to what extent, how the decision will be made and what the outcome was and why. This must be done by the Council but also the community groups involved may be better placed to help with communicating outcomes to the community.
Participative	The participation process should encourage involvement and engage participants in a constructive way (not confrontational).
Representative	Community participants should be representative of the diversity of those communities. For example if speaking to disabled people does that include black disabled people, disabled men and women, older and younger disabled people etc.
Accountable	Those involved in the decision-making process should be accountable to the communities / organisations they 'represent'.
Clarity and Transparency	It should be clear from the start what the purpose of the participation is and how it will work. Decisions should be made openly.

4. Findings

The panel looked at how inclusive the decision-making process is for 7 groups of people whose voice is often not heard. Although the remit could have been much wider it was felt important to focus on the more formal and structural mechanism for consulting with these communities – recognising that this is not and must not be the only involvement activity with these groups.

4.1 Involving Faith Groups

To make involvement of faith communities more effective survey respondents highlighted three key areas:

- Ensuring the decision-making process is transparent – the involvement of faith communities and others in partnership can help to dispel ideas of 'hidden agendas'.
- Widening the inter-faith engagement to non-Christian faith groups.
- Ensuring that faith representatives are accountable to the faith communities.

The panel agreed that there was a need to involve faith communities in the decision-making process. This already exists in areas such as the Children's Services EMAP and Scrutiny Board, the School Organisation

Committee and SACRE. However it felt there was an important contribution to made in the following areas as well:

- Building safer and stronger communities (community cohesion) in partnership with other agencies. There is an important link here with the Local Strategic Partnership and the need to develop a Local Area Agreement. There is already faith representation on the LSP but we may need to consider how this can be widened and strengthened – to involve minority faith groups. This appears to relate to the “acting together” level of participation that was identified in session one of the Scrutiny Panel, recognising the important role faith communities can play in helping to strengthen communities and build bridges between communities.
- Racial and religious harassment is on the rise nationally and faith communities have an important role to play in combating the causes of harassment (intolerance and ignorance) through their community work, and by helping to raise awareness of the racial harassment reporting procedures.

4.2 Involving Older People

Survey respondents agreed that the existing Older People’s Assembly (OPA), supported by the Older People’s Champion roles appears to be fairly effectively involving older people in the decision-making process.

Its main strengths are:

- Its accountability: officers are elected, co-optees on other committees and forums are expected to report back, involvement from a wide number of older people’s organisations.
- Its representativeness: meetings are well attended by men, women, disabled people.
- Its communication: members of OPA value the contribution the champion makes to keeping up to date with the Council’s work. The regular newsletter keeps older people informed about its work. It seeks the views from wide numbers of older people on a regular basis (through group’s activities and through surveys).

It could however be improved further by:

- Funding the group so it can reach and involve more older people in its activities (especially BME people).
- The Council demonstrating its commitment to involvement of older people by listening more and acting on what they are told.
- More and better feedback for all older people on the results of consultation and involvement – not just to those active in older people’s organisations.
- Making the work of scrutiny co-optees more effective.
- Improving engagement with OPA from partner agencies.

The Panel noted that the facility for there to be co-optees can be useful but there are concerns that they may not be really involved in decision-

making as important decisions appeared to have been taken elsewhere beforehand. In some cases there is a lack of clarity about co-optees right to speak. Many decision-making bodies and boards do not have co-optees. Nonetheless co-optees can be useful because it meant that groups received paperwork in advance of meetings and therefore can speak to councillors and lobby – ie it gets you 'inside the system', and helps to get information out to the community. But people don't know who everyone is, don't know rules and how they can speak, where to sit etc.

There are regular newsletters to the community from OPA already which are distributed through a network – to sheltered housing, residential homes etc. However with a paid member of staff (e.g. for 2 days a week) the distribution could be much wider and bring in the numerous luncheon clubs for example, and so they could have a representative on the committee. The funding is not secure enough to enable OPA to recruit to this post currently. There are 5 public meetings a year – the last of these attracting over 70 people.

4.3 Involving BME Communities

The panel identified the following strengths and weaknesses in the current structure for involving people from BME communities:

Strengths

- York BME Citizens Open Forums facilitated by York Racial Equality Network have been operating for 4 years with 20-40 people attending on a regular basis.
- Each forum is based on a theme suggested by the public. Local, regional and national issues are discussed all of which impact on local issues.
- It is valued by BME citizens and groups in the York area – and recognised by CYC and the Commission for Racial Equality.
- It is governed by the Commission for Racial Equality Quality Standards with specific race equality requirements. York Racial Equality Network is the only organisation in York and North Yorkshire that complies with and meets those standards.
- It is a source of specialist knowledge and is independent of the council.
- It has managed to combat some of the issues surrounding the involvement of hard to reach groups.

Weaknesses

- The Forum finds it difficult to get feedback / support from other agencies.

Recognising the presence and success of York BME Citizens Open Forums, it was felt that the confidence of BME citizens to become more

involved in mainstream consultation and involvement still needs much work.

Key issues that need to be addressed if effectiveness of Open Forums to influence Council can be improved are:

- How do officers that attend open forums take the information back to the council? What happens then? Better feedback needed.
- How do people who attend the Open Forums on behalf of a community group feedback to the community group, or pass the views of that group into the forums themselves?
- Need for one body for BME citizens to feed into. This used to be Building Bridges but not clear if this still exists. Need somewhere to feed issues raised at Open Forums into Council and to be given feedback.
- Need to establish confidence with the community that they will be taken seriously.

4.4 Involving Young People

The panel identified the following strengths and weaknesses in the current structure for involving young people:

Strengths

- Large range of organisations.
- Supported by youth service, including a Voice and Influence Co-ordinator.
- Recognised by the council (Young People's Advisory Panel and Champion).
- Citizenship activities for schools in the Guildhall.

Weaknesses

- Lack of representativeness – how are people selected?
- Lack of primary school input.
- Lack of participation by young people.

Although there were felt to be many strengths with the involvement of young people the developments in this area could still be built on further – in particular to improve participation, accessibility and accountability. The Young People's Advisory Panel is working closely with the Children's Trust and the Council to track what work is going on and to propose improvements.

4.5 Involving Disabled People

The questionnaire sent to community groups received its greatest response from disability organisations. There was a wide range of views expressed, some of them contradictory. The main points can be summarised as:

- The meetings can be overly formal and although access in some ways (eg loops, chiring) is very good, in other ways they remain inaccessible to many disabled people – the venue is unsuitable and the reports / presentations contain too much jargon and are complicated.
- The chiring of the meeting is very welcoming and as informal as the rules allow – however disabled people have little say over the agenda or the running of the meeting.
- The meetings are effective for commenting on individual access issues but not for taking a collective overview or approach to disability issues.
- There is sometimes doubt about whether consultation with DPAG is meaningful although this has felt to have improved in recent years.
- Involvement in the group does reflect the diversity of physical and sensory impairments fairly well but not people with learning difficulties and mental health service users. Also there are no young disabled people or disabled people from BME groups.
- The group is on one hand very friendly but on the other it can appear to people attending for the first time that they everyone else has long standing relationships that gives their views more weight.
- Most disabled do not know the group exists or what work it does.
- Participants are involved as individuals not as representatives of organisations of disabled people – and hence their views are not accountable.

The panel identified the following issues in the current structure for involving disabled people through the Disabled Persons Advisory Group (DPAG):

- Is there a clear, accountable process for how to get onto the DPAG and for how feedback from it is to be provided by DPAG members to their constituencies?
- How/why do things get discussed?
- What training do members of DPAG get around disability equality, other diversity and effective consultation issues?
- How can the DPAG work to remove barriers to the involvement of some Disabled People in its work?
- What is the DPAG development plan and system for prioritising its work?
- What is the strategic role of the DPAG? Why does it exist at all – how can it be made more effective if it is to be kept?
- How can the DPAG be promoted more effectively to a diverse range of Disabled People
- How can the focus of the issues considered by the DPAG be broadened?
- What is the decision making process – i.e. how are decisions reached; what happens to decisions/recommendations made by the DPAG; and how does the DPAG know what has happened to its decisions/recommendations?
- Are there terms of reference for the DPAG – if so, do these need reviewing and if not should these be drawn up and agreed?

- How can the DPAG be made more inclusive? There was particular interest in investigating further the role of Centres for Inclusive Living (CILs) and how these can support effective participation of disabled people.

It was agreed that whilst not many disabled people knew about the existence of DPAG it was not necessarily any worse than scrutiny bodies in the council. It was also felt that the papers for DPAG go to a very wide number of groups and maybe it was those groups not informing their members that was more of the problem. The Panel also recognised that disabled people did have a say over the agenda and that the rules were not imposed rigidly.

4.6 Gender

The panel noted the following about the involvement in women in the decision-making process:

- Councillors representation is approximately 2:1 in favour of men but there is a much better balance in the Executive and the Shadow Executive.
- Management hierarchy still predominately men (glass ceiling still exists in the council and the wider city). There are areas where our gender balance in management is very good such as Primary Schools, but also other areas where we could do much better.
- Council needs to set an example.

The one survey to be completed on gender issues questions the merit of seeking to involve women as a specific group. However it does recognise the need for more women officers and councillors who are taking the decisions.

It was agreed that whilst there were still many issues of women's equality that needed to be addressed there also needs to be recognition of the need to manage the perception of positive discrimination. It was felt that it is better to address issues of gender equality.

4.7 Involving the Lesbian, Gay, Bisexual and Transgender (LGBT) Communities

The surveys demonstrate a degree of consensus that there is a need for some kind of structure for the involvement of LGB people that at the time didn't exist. However MESMAC have now initiated an LGBT forum which met for the first time in February. The Forum is made up of LGBT people and other stakeholders. The Forum welcomed the idea of an equality panel, giving it a clear mechanism for communication with the council and other disadvantaged groups.

There was discussion about the need to involve LGBT community as a distinct group in the decision making process. It was agreed that due to the particular concerns they may have about services and policies and that raising these through mainstream decision-making bodies may not be possible (are these safe places for people to be 'out'?) there is a need for a forum for LGBT people. Hence the initiative by MESMAC to develop such a forum was welcomed as offering an opportunity to develop involvement in this area.

4.8 Setting an Example

The Panel noted the importance for the Council to set a good example. We do want to make our decision-making process more accessible and inclusive to people from disadvantaged communities and hence this report considers how they can participate more effectively through community forums. However the Council also employs many decision-makers in senior positions within the Council. A truly 'inclusive' decision-making process would ensure that all sections of the local community are reflected within these posts.

The Panel considered the equality-profile for the top 5% of staff working for the Council. Areas where improvement was needed were identified by looking at the three equality areas where this is currently monitored (race, gender and disability) in turn.

4.8.1 Gender

Whilst almost three quarters of the workforce are women (73%) just over half of the top 5% of paid jobs are held by women (51%).

Of jobs that are graded 'PO' and above almost two-thirds are held by women (62%) but this varies greatly by directorate. So 70% of jobs graded PO and above in Community Services are held by women but only 9% of these jobs are held by women in Commercial Services.

In all cases however this means that women are less likely than men to progress to the higher grades within the Council. Although the Council is amongst the best in this area when compared to other Councils (and is improving) it still needs to improve gender equality at these higher grades.

The figures for recruitment however show that we continue to recruit more women than men. Last year about 6 out of every ten job applicants and 7 out of 10 new recruits were women.

4.8.2 Ethnicity

Just under 1 in 20 of the local population (4.9%) are from Black and Minority Ethnic (BME) groups. However only 2.8% of the Council workforce (and 2.6% of those on grades PO and above) are from BME groups. Although this would appear to show there is no 'glass ceiling' for BME staff working for the Council,

they continue to be under-represented in the workforce. Some directorates however are doing better than others. So Community Services for example employs 4.2% BME staff.

The ethnic profile for recruitment to jobs within the Council shows that 4.2% of job applicants and 3.5% of new recruits are from BME groups, which whilst still below the percentage for the local population shows that progress is being made in this area but that there is still much work to be done.

4.8.3 Disability

Of all the staff employed by the Council only 2.1% are disabled people. Not only is this considerably below the number of disabled people of working age in the city it has also fallen in the last year. The Council is investigating why this is and what steps it can take to reverse the decline. The Council has however increased the proportion of new recruits who are disabled from 1.3% to 3% in the last year but this is still of course much lower than the proportion of disabled people in the city.

In contrast disabled people working for the authority are successful at reaching higher grades – with 3.6% of staff on grades PO and above being disabled. In Chief Executives 9% of staff on these grades are disabled.

5. Recommendations

The panel makes the following proposals to improve the inclusiveness and accessibility of the Council's decision making process.

1. The council should consult on the formation of an Social Inclusion Working Group as discussed in Annex C to consider:

- Whether the remit and membership DPAG could be expanded to include other equality issues.
- How disabled people can be supported to participate in an inclusive and pan-impairment forum in the future if the role of DPAG has been expanded in this way.
- Whether resources could be found to support the participation of community groups in an Equality Advisory Group.
- The Social Inclusion Working Group should incorporate the levels and principles of participation detailed in 3.1 – 3.3 of this report and determine how these can be measured.

2. The Council should work to strengthen inter-faith partnerships

- The efforts to develop inter-faith work through the "City of Faiths" initiative and partnerships such as York Churches Together should be supported and encouraged by the council.
- There needs to be clarity about the role, remit, powers and relationships of those involved in partnership bodies.

- Actively involve faith groups in areas of common interest in the Local Strategic Partnership's work.
- Faith groups should be encouraged to participate at Ward Committees.
- Ensure council agendas are accessible to forums such as Churches Together in York and the York branches of the British Humanist Association and the British Secular Society. This would enable them to know what was due to be discussed so they could contribute to the discussions where relevant.

3.The Council should improve communication with need-to-reach groups

- The requirements made of community forums to be inclusive and accountable to the communities they represent.
- The level of resources given to community forums to enable them to be inclusive, accountable and sustainable.
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4.The council should encourage the co-option of community representatives onto decision making bodies.

- Provide training to committee / board chairs to enable them to make meetings more welcoming and inclusive. This could include guidance on dealing with co-optees, visitors and members of the public.
- Review and share with co-optees and community groups the guide to how the council runs and its decision-making structures (produced for Councillors).
- There should also be training for co-optees prior to attending meetings.
- Community forum representation from BME communities, young people, disabled people, LGBT communities and older people will be gender balanced. The community issues set out in section 6 of this report should be addressed by the Council in consultation with the relevant groups.

6 Community Issues

BME Communities

The Social Inclusion Working Group would provide a single body for the Open Forum to feed into. This would help give continuity for the forum - issues raised at the forum meetings have somewhere to be raised and a means for regular reports on progress made by the council. However the confidence and capacity of BME community groups will need to be built and supported if the forum is to achieve its full potential for effective participation.

Young People

Given the existence of a Young Persons Advisory Panel it was felt that it would be better placed to consider the participation of young people. However the findings and proposals of this panel should be given to the Advisory Panel for consideration - in particular the proposal for an Social Inclusion Working Group to which young people would be invited to contribute towards. The form this contribution and involvement would take is to be decided by the Young People's Advisory Panel and should involve the Schools Council Forum or other involvement mechanisms which are felt placed to support the voice of young people.

Disabled People

The Panel felt that the Disabled People's Advisory Group would benefit from a greater degree of independence from the Council and to be more self-organised. This would mirror the arrangements of the Older People's Assembly which it was felt to have been very effective in giving a strong clear voice to older people in the city in recent years. Any such forum should be pan-impairment and ensure disabled people who attend meetings on behalf of organisations are accountable to those organisations, and maintain good communication with their membership on the work of the disability forum. The development of such a forum would require appropriate support and resources if it were to be achievable and effective.

Any changes to DPAG should ensure the following issues are addressed:

- It should consider more issues of strategy and policy. The focus currently is too much on access issues.
- Many issues appear to have already been made by the time they come to DPAG.
- Can feel impersonal and exclusive. There are not enough young disabled people attending.
- DPAG could try to vary the style of meetings, make them less formal in structure and make them more accessible.
- Move venue (perhaps to the library?)
- Make them more responsive to events.
- Practical responses are needed to suggestions made at the meeting for improvement in how the meeting is run.
- Provide papers which are easier to read.
- Provide papers earlier in advance of meetings.
- Consider how greater control of the agenda can be given to disabled people, possibly through the introduction of a forward plan so individuals and groups could know what was coming up.

The Panel recognises that this would be a major change to the workings of DPAG and as such it is essential that disabled people are consulted on the proposals – both disabled people who attend DPAG and those that currently do not. The aim should be to develop the forum in partnership

with disabled people so it can meet the needs of all disabled people in York.

Gender

There was reluctance to set up a new committee and instead the option of widening the remit of DPAG to include other social inclusion or equality issues was considered. All forums sending representatives to an advisory forum could be required to have a fair gender balance.

Representation on council committees was also discussed and it was felt that the constitutional review should allow for there to be a stated ambition that all committees should have as fair a gender balance as possible. Ultimately however this would be dependent upon political parties achieving a gender balance in their groups.

LGBT Communities

The Panel welcomes and supports MESMAC's initiative to develop an LGBT forum. The Council needs to provide practical and consistent support for this project.

Older People

The Panel recognises the important contribution made by the Older People's Assembly to giving an effective voice to older people. It needs to be sustained in the long term, and recognises that without this support its work is in jeopardy.



SCRUTINY TOPIC REGISTRATION FORM

<p>SUGGESTED TITLE OF TOPIC</p> <p>Inclusive Decision-Making</p>	
<p>ABOUT YOU Please fill in as many of the details as you are able to.</p>	
<p>Names of proposers:-</p> <p>Julian Horsler, Equalities Officer, City of York Council, tel. 551704 Cllr Ruth Potter Cllr Madeleine Kirk</p>	
<p>Are You (delete as applicable)</p> <ul style="list-style-type: none"> • A Resident of York • A Visitor • A City of York Councillor • A City of York Council Employee • A Representative of a Voluntary Organisation or Charitable Trust (if YES please tell us the organisations title and your relationship to the organisation below) Older People's Assembly – Older People's Champion (Cllr Potter) • Other (please comment) 	<p>YES</p> <p>NO</p> <p>YES</p> <p>YES</p> <p>YES</p>

ABOUT YOUR PROPOSED TOPIC

Please write your responses to as many of the questions below as you are able to.

WHY DO YOU THINK THIS TOPIC IS IMPORTANT?

It is widely recognised that some groups of disadvantaged people find it harder to influence the decision-making process than other people. For example elderly people can find that they do not know who to contact in the Council, a disabled person may find that a meeting is inaccessible to them, a member of a black or minority ethnic community that information is not available in their language, a single parent that there is no child care provision, or that a gay and lesbian person doesn't feel able to talk openly in a public meeting.

Over the years a number of groups and forums have arisen which seek to give these communities a voice – and an influence on decision-making. Currently the most prominent are the Older People's Assembly, the Disabled Persons Advisory Group, the York Racial Equality Network Open Forums and the Youth Forum. Each of these has a different way of interfacing with the decision-making process. There is also an Older People's Champion amongst the elected members, with responsibility of raising older people's issues within the council.

These groups all work in different ways, and have their own strengths and weaknesses. However it is unlikely that none of them could be made more effective.

DO YOU KNOW IF THIS TOPIC IS IMPORTANT TO OTHER PEOPLE? IF SO, WHO AND WHY?

Consultation for the purpose of developing the Council's Equality Strategy heard many times that the Council needs to listen to what people are saying and enable them to influence the Council's planning and decisions. This is something the Council already tries to do but could do better.

WHAT DO YOU THINK SCRUTINY OF THIS TOPIC MIGHT CHANGE, DO OR ACHIEVE?

Establish a basis for future involvement of disadvantaged groups in decision making that is equitable, consistent and accessible. The timing of this project could enable it to inform the outcome of the Constitutional review. The ultimate purpose of the topic would be to benefit both the Council and residents by helping ensure that its decisions (and hence services) are more appropriate and responsive to the needs of York's diverse community and hence more effective and valued. The more inclusive the decision-making the better the decision-making – "nothing about us without us" as the disability movement says.

DO YOU HAVE IDEAS ABOUT THE APPROACH SCRUTINY MEMBERS MIGHT TAKE TO YOUR SUGGESTED TOPIC?

1. Establish key 'markers' for effective inclusion in the decision making process and review existing involvement mechanisms against these. This can be a desk-top exercise initially but also a basis for involvement of the mechanisms involved. Officers undertake a survey of similar local authorities and how they involve disadvantaged groups, and with how much effectiveness.
2. Invite submissions from community groups about how the views of disadvantaged communities can be best taken account of in the decision-making process. To seek specific examples of how the current system may have failed to include the views of disadvantaged groups and suggestions as to what improvements / changes could the Council make to its current practice? This could include considering what services or facilities could enhance participation and involvement.
3. Officers report to Scrutiny Cmte on main issues mentioned in the submissions and the review and key issues for further scrutiny are identified.
4. Scrutiny Cmte invite community representatives to discuss the issues in person at an accessible and inclusive community event.
5. Final report with recommendations.

WOULD YOU BE HAPPY TO TALK TO SCRUTINY MEMBERS ABOUT YOUR PROPOSED TOPIC AT FORMAL MEETINGS?

Yes

PLEASE ENCLOSE ANY SUPPORTING DOCUMENTS OR OTHER INFORMATION YOU FEEL MIGHT BE USEFUL BACKGROUND TO THE SUBMISSION OF THIS TOPIC FOR CONSIDERATION.

Participants in Scrutiny Review of Inclusive Decision Making

Members of the Ad Hoc Scrutiny Panel

Cllr Paul Blanchard (Chair)
Jack Archer
Cllr Keith Aspden
Cllr Ian Cuthbertson
Lynn Jeffries
Cllr Madeleine Kirk
Cllr Ruth Potter
Rita Sanderson
Paul Wordsworth

Other contributors

Mike Higgins
Kenny Lieske
Fiona Walker

Officers of City of York Council

Barbara Boyce
Suzan Hemingway
Julian Horsler

Visit to Leeds involvement project

Cllr Ian Cuthbertson and Julian Horsler visited Leeds Involvement project (LIP) on 13th February. This project is a service user led organisation which exists as a charity and is a separate entity from Leeds City Council. It started life with significant funds from the residue of a Leeds Health Action Zone and subsequent funding had been received from several sources. Ongoing 'core' funding (50% from Leeds City Council Social Services and 50% from the 5 Leeds PCTs) of about £120k is boosted to some £345k by further grants from the Lottery Fund and from Comic Relief. The staff has grown to some 12 full-time staff including the Project Manager.

The Project Manager's brief has been to secure funding at the 'core' level and to supplement it by gaining further funding on a project by project basis. Generally, the core funding itself and each further tranche of funding are all underpinned by SLAs which involve both the funder and the recipient(s). The effect of pump-priming the operation by using the residue of Health Action Zone funds appears to have helped in this.

The project is based on promoting the Social Model of Disability, in which the client is viewed as an 'expert user' in the process of identifying and removing barriers. A holistic approach to health is promoted, which also recognises a Social Model of Health where external factors such as income, environment, discrimination can affect health. A diverse range of service users and carers is involved, prioritising those who face additional discrimination or disadvantage. Innovative approaches are developed in a 'beyond the tick box' culture which employs reference groups, training, user-led research and evaluation, new facilitation methods, community outreach and other methods to find new ways helping people participate.

With the 7 Leeds PPIFs (1 for each PCT, 1 for Mental Health and 1 for the Acute Trust) there are places on the Health and Well-Being OSC, the Service Users and Carers Alliance and Leeds Voice. The Service Users and Carers Alliance feeds into planning at citywide strategic level (eg Scrutiny Boards, Health Inequalities Modernisation Team) and works on issues which come from the members (eg changes to eligibility criteria). Modernisation Teams are inter-agency teams which focus on Mental Health and on Older People's services. Comic Relief funding supports a further Disabled People and Diversity Project, involving an LGBT Disabled People Group and a BME Disabled People's Consultation Group. There is a Locality Development Scheme which helps users of community care services to participate more fully in service planning and to respond to initiatives from service providers.

User-led research focuses on how support services can better meet the needs of LGB and Mental Health service users; there is a project with CSCI to involve service users in Performance Assessment of Local Authority Social Services Departments. Advice and information is also provided to services users and carers on good practice, methods and opportunities; feedback from this is used in strategic planning of involvement in Health and Social Services. The project has a quarterly newsletter, a website

and a developing library.

The project has been closely involved in developing local enhancements to recent statutory processes for involvement in health alongside PALS, ICAS and the PPIFs, negotiating support for these with a local 'network provider' (in this case, Leeds CC working with LIP).

Possible creation of Social Inclusion Working Group

Establish an Social Inclusion Working Group to consider issues relevant to race, disability, gender, sexuality and age equality. Members of the group will be:

- Elected Members nominated at annual council meeting.
- Elected members who are Champions for a disadvantaged community (eg Young Persons' Champion, Older People's Champion etc).
- 2 delegated representatives from each of 5 community forums.

The community forums would be:

- YREN Open Forum
- Older People's Assembly
- Disability Forum (eg revised and independent DPAG)
- LGBT Forum
- Youth Forum (or other such forum as advised by YPAG)

Some of these forums already exist and these proposals if adopted would not mean any changes to the way these forums currently function, their liaison with other groups / sections of the Council or planned development- the proposals are additional to existing arrangements.

Discussions would be needed with each forum to establish their ability to run meetings, communicate with members and the wider community and send representatives to the SIWG - in some circumstances it may be that additional ring-fenced grants may be required to facilitate this. Forums will be asked to organise an agreed number of meetings a year and to elect 2 representatives to the SIWG. The representatives will be responsible for articulating the views of the community forum at the SIWG and for reporting back to the forum the discussions and decisions taken at SIWG. The forum will then be responsible for publicising to its members and the wider community the results of its involvement in the SIWG and to encourage wider and representative attendance at the forums. The representatives nominated by each forum must be a man and a woman to ensure there is a fair gender balance on the SIWG. The representatives will be offered training to ensure they can effectively participate in the meetings.

How the SIWG would work:

The SIWG would meet every two months. It would be a public meeting to which anyone could attend and participate in discussions. However only the formal representatives of the community forums and the elected members can vote.

There should be a named Executive Member (who has equality or inclusion in their portfolio) on the group along with the elected member equality champions (such as Older People's Champion and Young People's Champion).

The agenda would be based on a forward plan agreed at each meeting based upon suggestions made by the various community forums, elected members and council officers. The forward plan would be circulated to all forums so they had the chance to discuss the issues due to be raised in advance of the SIWG so representatives could contribute to SIWG discussions informed in advance of the views of the forum. Meetings would seek to be as informal as possible and to use innovative / creative ways to consider topics and reach decisions.

The purpose of the SIWG would be to discuss issues of equality at a strategic level in a number of areas:

Employment

- how the council could make its workforce better reflect the diversity of the local population and to evaluate progress.

Service delivery

- council strategies and plans for making services more inclusive and accessible and to evaluate progress.
- issues about services raised by forums that have significant implications for the wider community.

Community involvement

- how the council can effectively involve people from disadvantaged communities in consultation to shape and evaluate services.
- effective partnership working that involves people from all communities.

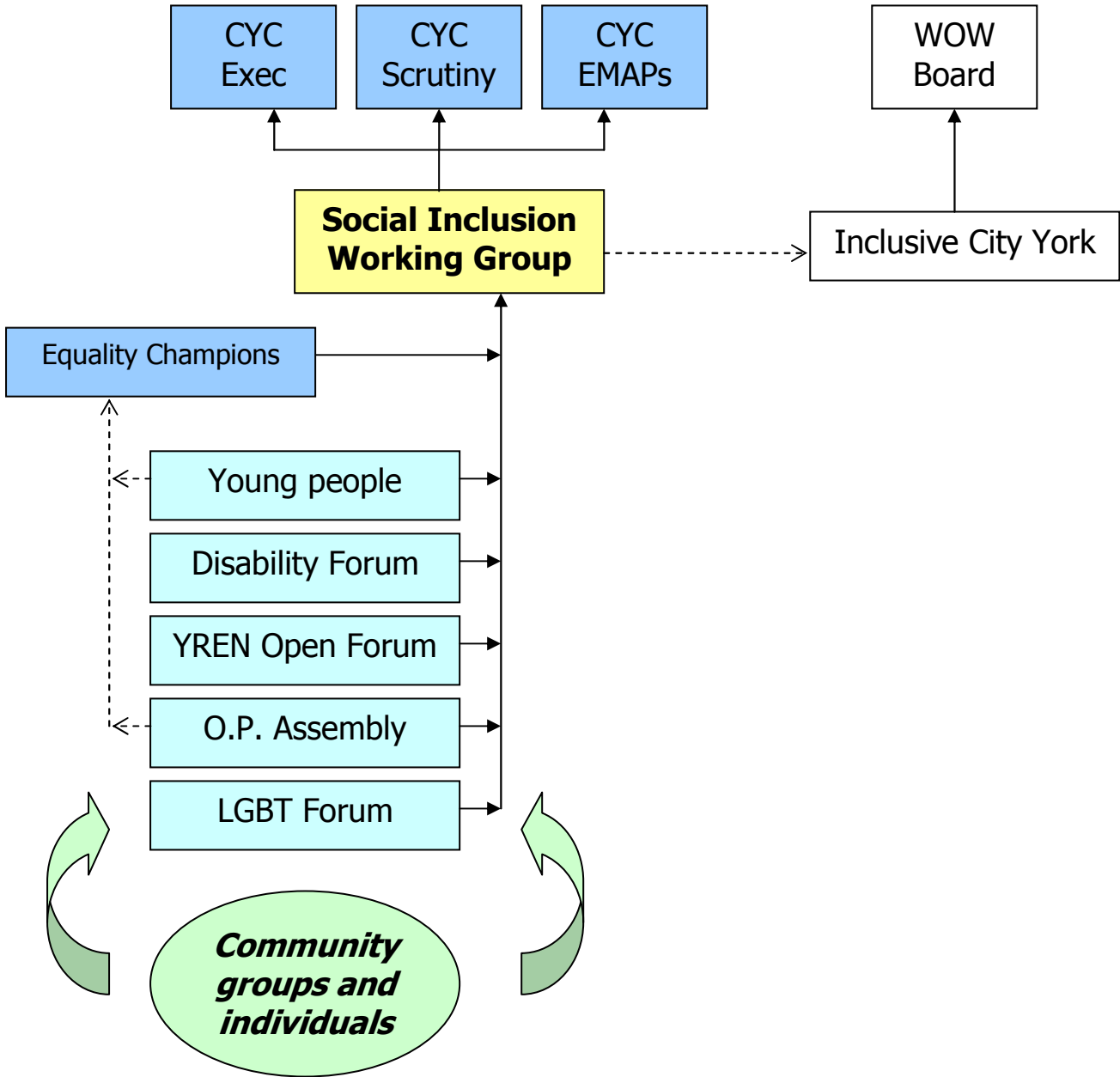
Examples of what would be discussed:

- Employment Equality Improvement Plan - each year HR produce a plan that reports on the equality profile of the workforce and actions it intends to take to improve this. This plan could come to the SIWG so forums know how well CYC is doing and comment upon the actions proposed.
- Local Development Framework - this will include a vision as to what the city should look like and the principles that should underpin future planning decisions. The SIWG could usefully discuss what these principles should be. They could also comment on how communities should be involved in planning and development decisions in the future.

- Community Safety Plan - the group could give its views as to what the priorities should be for the CSP and how communities can be further consulted and involved.
- Council Plan - comment on the council's priorities and help identify those projects over the next year that may have significant equality implications.
- Benefit Claims - after a community forum hears that people are reporting delays and difficulties with council benefit claims an officer attends the next meeting to explain the problems and how these will be rectified.
- Planning Brief - a community forum is concerned that a planning brief for an industrial development ignores the needs of a neighbouring BME community. This is raised at SIWG and officer attends to hear the concerns.
- Information needs of young people - a group of young people carry out research that appears to show that young disabled people are not receiving the information they need about services they are entitled to. This is raised at SIWG and officers are asked to develop a plan to address the problem.

Examples of what would not be discussed:

- Complaints about individual officers or services (unless there is concern about wider implications or there have been lots of similar complaints). These can be dealt with using the council's complaints procedure, by referring the individual to the relevant section, or by using other established channels.
- Individual access concerns raised by a disabled person. The issue will be raised with the relevant officer who will be asked to respond. If however the same problem consistently occurs then it may be discussed at a future meeting. Plans for new developments (building, road crossing etc) will be sent to disability organisations for comment.



Inclusive Decision Making Ad Hoc Scrutiny Panel

Implications of the Recommendations

	Recommendation	Financial Implications for CYC	Legal, HR, equalities or other implications for CYC	Action required by
1	<p>The Council should consult on the formation of an Equalities Advisory Group as discussed in Annex C to consider:</p> <ul style="list-style-type: none"> • Whether the remit and membership of DPAG could be expanded to include other equality issues. • How disabled people can be supported to participate in an inclusive and pan-impairment forum in the future if the role of DPAG has been expanded in this way. • Whether resources could be found to support the participation of community groups in an Equalities Advisory Group. • The Equalities Advisory Group should incorporate the levels and principles of participation detailed in 3.1 – 3.3 of this report and determine how these can be measured. 	<p>Full financial implications will not be known until the consultation is complete. The expansion of the role of DPAG and Equalities may require resources in addition to existing budgets.</p>	<p>There are no legal issues in respect of the proposed consultation. There may be issues for the Council's constitution depending on the outcome of the consultation exercise</p>	

2	<p>The Council should work to strengthen inter-faith partnerships</p> <ul style="list-style-type: none"> • The efforts to develop inter-faith work through the “City of Faiths” initiative and partnerships such as York Churches Together should be supported and encouraged by the council. • There needs to be clarity about the role, remit, powers and relationships of those involved in partnership bodies. • Actively involve faith groups in areas of common interest in the Local Strategic Partnership’s work. • Faith groups should be encouraged to participate at Ward Committees. • Send council agendas to forums such as Churches Together in York and the York branches of the British Humanist Association and the National Secular Society. This would enable them to know what was due to be discussed so they could contribute to the discussions where relevant. 	<p>No major financial implications. Any additional cost of sending Council agendas to faith groups will be contained within existing budgets.</p>	<p>There are no specific legal issues for these proposals. I would however echo the second bullet point in that all partnership arrangements should document the roles and responsibilities of the participants to ensure good governance arrangements are in place.</p> <p>With regard to the 5th bullet point Democratic Services would prefer to notify these organisations of the availability of the agendas and reports through the new electronic committee management system.</p>	
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3	<p>The Council should improve communication with need to reach groups</p> <ul style="list-style-type: none"> • Community forums should be inclusive and accountable to the communities they represent. • Resources should be given to community forums to enable them to be inclusive, accountable and sustainable. • The appropriate level of resources should be ascertained by consultation with the community groups involved. 	<p>The level of resources required will not be known until the consultation is complete. However, there is currently no budget to provide resources for community forums.</p>	<p>No legal implications.</p>	
4	<p>The Council should encourage the effective co-option of community representatives onto decision making bodies.</p> <ul style="list-style-type: none"> • Provide training to committee / board chairs to enable them to make meetings more welcoming and inclusive. This could include guidance on dealing with co-optees, visitors and members of the public. • Review and share with co-optees and community groups the guide to 	<p>No major financial implications. One off costs of providing training will be contained within existing budgets.</p>	<p>No legal implications provided the role of co-optees was properly communicated, understood and compliance ensured.</p>	

	<p>how the council runs and its decision-making structures (produced for Councillors).</p> <ul style="list-style-type: none">• There should also be training for co-optees prior to attending meetings.• Community forum representation from BME communities, young people, disabled people, LGBT communities and older people will be gender balanced. The community issues set out in section 6 of this report should be addressed by the Council in consultation with the relevant groups.			
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