



**Notice of a public meeting of
Learning & Culture Policy and Scrutiny Committee**

To: Councillors Taylor (Chair), Dew, Fenton (Vice-Chair), Jackson, Looker, K Myers, Wells and Mr Thomas (Co-opted Statutory Member)

Date: Monday, 22 June 2015

Time: 5.30 pm

Venue: The Craven Room - Ground Floor, West Offices (G048)

AGENDA

1. Declarations of Interest

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda

2. Minutes (Pages 1 - 8)

To approve and sign the minutes of the Learning & Culture Overview & Scrutiny Committee meeting held on Wednesday 18 March 2015.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 19 June 2015**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officers for the meeting, on the details at the foot of the agenda.

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Please note this meeting may be filmed and webcast or audio recorded and that includes any registered public speakers, who have given their permission. The broadcast can be viewed at <http://www.york.gov.uk/webcasts> or, if sound recorded, this will be uploaded onto the Council's website following the meeting.

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at https://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_council_meetingspdf

4. Arrangements for Overview & Scrutiny in York (Pages 9 - 20)

This report highlights the Council's structure for the provision of the overview and scrutiny function and the resources available to support it. It also details the current terms of reference for the individual Policy & Scrutiny Committees. These terms of reference may be subject to change by the new administration following the re-naming and redesignation of the Scrutiny Committees.

5. York Museums Trust Partnership Delivery Plan: Performance Update 2014-15 - End of Year Report (Pages 21 - 36)

This report updates members on the current progress of the York Museums Trust (YMT) towards meeting the targets agreed in the Partnership Delivery Plan.

**6. Explore Libraries and Archives Mutual: (Pages 37 - 74)
Performance Update 2014/15 - End of year
report**

This report updates members on the performance of Explore York Libraries and Archives Mutual Ltd (Explore) during the second six months of 2014/15.

**7. Tour de France Scrutiny Review - (Pages 75 - 110)
Feasibility Report**

This report considers the feasibility of conducting a review of the scrutiny topic submitted by Cllr Cuthbertson in November 2014, which proposes a review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour De France.

**8. Learning & Culture Policy & Scrutiny (Pages 111 - 112)
Committee Draft Workplan 2015/16**

Members are asked to consider the Committee's draft workplan for the 2015-16 municipal year and future topics for review.

9. Urgent Business

Any other business which the Chair considers urgent.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy officers named above).

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council

Committee Minutes

| | |
|-----------|--|
| Meeting | Learning & Culture Overview & Scrutiny Committee |
| Date | 18 March 2015 |
| Present | Councillors Taylor (Chair), Fitzpatrick (Vice-Chair), Reid, Potter, Brooks and Wiseman and Mr Thomas (Co-opted Statutory Member) |
| Apologies | Councillor Gunnell and Mr Pennington (Co-opted Statutory Member) |

57. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they might have in respect of the business on the agenda. None were declared.

58. Minutes

Resolved: That the following minutes be approved and signed by the Chair as a correct record:

- Learning and Culture Overview and Scrutiny Committee minutes of 24 February 2015
- Entrepreneurship in York Schools Task Group minutes of 14 January 2015
- Disabled Access Scrutiny Task Group minutes of 12 February 2015
- Narrowing the Gap Scrutiny Review Task Group minutes of 12 February 2015

59. Public Participation

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

60. Attendance of Cabinet Member for Education, Children & Young People's Services

The Cabinet Member for Education, Children and Young People's Services was in attendance to provide a progress update on her priorities and challenges for this municipal year. A copy of her written report had been circulated.

Members questioned the Cabinet Member on the following issues:

(i) School Place Planning

The Cabinet Member was asked about the action that was being taken to ensure that there were sufficient school places. The Cabinet Member stated that this issue was being taken very seriously. Although there had been an increase in the birth rate, the increased pupil numbers were not spread evenly throughout the authority. There were particular pressures on village schools and in the Southbank area of the city. Cabinet had recently approved funding to provide additional places at St Barnabas School and officers were working hard to address long term pressures on places.

Members were informed that this year there had been an increase in the number of parents who had been allocated a place for their child at their first or second preference of school. Officers gave details of how the Local Authority was working with school clusters in the planning of school places. Currently efforts were being made to utilise existing accommodation but this was becoming increasingly difficult and costly.

Members queried whether the uncertainty surrounding the Local Plan was causing difficulties for school place planning. The Cabinet Member stated that the current focus was on children already in the system but the Local Plan would have significant implications and may necessitate additional school building.

(ii) Academies

An update was given on the number of schools within the city which had converted to academies. Members were

informed that these schools were still contributing as part of the York family of schools.

(iii) Narrowing the Gap Scrutiny Review

The Cabinet Member expressed her support for the Narrowing the Gap Scrutiny Review Report and stated that this was a hugely important piece of work.

(iv) Castlegate

Referring to the reference in her report to the Castlegate Centre, the Cabinet Member was asked if it was her expectation that funding would be found from other sources to support these services. She stated that she hoped that this would be the case.

Resolved: That the report be noted.

Reason: To ensure that the committee is kept updated on the Cabinet Member's priorities and challenges.

The Cabinet Member was thanked for her attendance at the meeting.

61. Attendance of Cabinet Member for Leisure, Culture & Tourism

The Cabinet Member for Leisure, Culture and Tourism was in attendance to provide a progress update on her priorities and challenges for this municipal year.

The Cabinet Member detailed some of the key achievements including:

- The Tour de France – The Cabinet Member stated that this had been a huge success and had captured the imagination of the city as well as bringing economic benefits.
- The stadium project – details were given of the new contract for the operation of the city's leisure facilities. The new community stadium was due to open in late summer 2016.
- Diversity and equalities – the Council had been assessed at Excellence level. Tribute was paid to the work that the

Equalities Leadership Group had carried out and the contribution that Councillor Fitzpatrick had made as Diversity Champion.

- City Centre – the market refurbishment was nearing completion. Details were given of the tendering process that was taking place in respect of new and more accessible chalets for the Christmas market. The Cabinet Member was asked if the planned occasional markets in Newgate would impact on the existing traders. The Cabinet Member gave details of the arrangements that would be in place and stated that these were supported by the existing traders.
- Sport and active leisure – details were given of the wide range of programmes which were available.
- Illuminating York – details were given of the 2014 event and of suggested future developments, including the possibility of having fixed installations on buildings over the winter period.
- Make it York – preparations had been ongoing to establish Make it York which would begin operating on 1 April 2015. The Cabinet Member was asked which committee would have responsibility for the Make it York Service Level Agreement. She stated that this would be Cabinet but that the information could also be made available to the scrutiny committee. The shareholders group would monitor performance against the service level agreement. Members agreed on the importance of ensuring that the Committee was kept updated on this issue.
- Explore York Libraries and Archives Mutual – Explore York had now been operating as a mutual for almost a year and had made rapid strides forward. Because York Explore had to be closed to the public for longer than had been anticipated when the business plan was prepared, this had impacted on their finances and the Council would be compensating them for loss of income.
- Parks and Open Spaces – an update was given on the community projects that were being supported.

Resolved: That the report be noted.

Reason: To ensure that the committee is kept updated on the Cabinet Member's priorities and challenges.

The Cabinet Member was thanked for her attendance at the meeting.

62. Attendance of Chair of Safeguarding Children Board

Members considered a report from the Chair of York Safeguarding Children Board for the period August 2014 to February 2014.

Mr Simon Westwood, Independent Chair of the Safeguarding Children Board, was in attendance and responded to Members' questions.

Members' attention was drawn to the key priorities for 2014/15. Members expressed their support for the proposed areas of work and made particular reference to the importance of ensuring that problems were identified early and appropriate support provided. They also agreed that there was a need to ensure that agencies were better able to respond to situations when children went missing from home, care and education.

Members sought assurances that effective safeguarding arrangements were in place for all children and young people. Details were given of the policies that each agency had in place and of the opportunities for the Cabinet Member, other Elected Members and senior officers to challenge and scrutinise safeguarding arrangements.

At the request of Members, details were given of the case file audits that were taking place.

- Resolved: (i) That the update report be noted.
- (ii) That Members supported the continuation of priorities for the City of York Safeguarding Children Board for 2015/16, as detailed in the report.

Reason: To ensure that Members are kept updated on the work of the York Safeguarding Children Board and can inform its priorities.

63. Third Quarter Finance & Performance Monitoring Report

Members considered a report that analysed the latest performance for 2014/15 and which forecast the financial outturn position by reference to the service plan and budgets for

all of the relevant services falling under the responsibility of the Director of Communities and Neighbourhoods (CANS) and the Director of Children's Services, Education and Skills (CSES).

Officers drew Members' attention to the projected outturn variations, as detailed in the report.

Members gave consideration to the performance information detailed in Annex 1 of the report and were pleased to note that overall this was a positive picture. They were, however, concerned to note that the statistics on bullying in schools appeared to show an increase in the number of reported incidents. Officers gave details of the key issues which young people had identified as being of concern and of a pilot project that would be carried out in two cluster areas of the city to address this. Members agreed that the committee would wish to receive the full report on the "Someone to Turn To" – pupil survey.¹

Resolved: That the report be noted.

Reason: To ensure that the committee is updated on the latest financial and performance position for 2014/15.

Action Required

1. Include on workplan

MC

64. Draft Final Report - Entrepreneurship in York Schools Scrutiny Review

Councillor Scott, Chair of the task group, presented the Entrepreneurship in York Schools Final Report. He commended the other members of the task group and officers on the work they had carried out.

Members' attention was drawn to the recommendations arising from the review, as detailed in paragraph 20 of the cover report.

Consideration was given as to how schools could be encouraged to take part in the proposed annual "Tenner" challenge. It was agreed that the Enterprise Governors could play a useful role in promoting this initiative. For this reason it was agreed that it would be useful to reorder the

recommendations so that recommendation (v) was moved to recommendation (i) and vice-versa.

It was also agreed that a copy of the scrutiny report should be forwarded to all schools.

Resolved: That, subject to the agreed amendments, the Entrepreneurship in York Schools Final Report be presented to Cabinet for consideration.

Reason: To conclude the work of this review in line with scrutiny procedures and protocols.

65. Draft Final Report -Disabled Access To York's Heritage & Cultural Offer Scrutiny Review

Members noted that, at the last meeting, the Committee had received the draft final report arising from the Disabled Access Scrutiny Review. A number of issues had been raised and the Chair of the Task Group had agreed to seek clarification on proposed amendments. Details of the proposed amendments had subsequently been circulated via email and the Chair and Vice-Chair had signed-off the revisions.

Resolved: That the Committee endorsed the action that had been taken and that the Disabled Access Scrutiny Review report be presented to Cabinet for consideration.

Reason: To conclude the work on this review in line with scrutiny procedures and protocols.

66. Learning & Culture Overview & Scrutiny Committee Workplan 2014/15

Members were informed that the draft work plan for the new municipal year had been circulated to lead officers for input. It was noted that the scrutiny review in respect of the Tour de France had been factored into the programme of work.

Members were asked to put forward suggested items for inclusion in the plan.

Resolved: That the following items be included in the new work plan:

- SACRE Annual Report
- Chief Executive/Chair of Make it York to be invited to attend the July meeting

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

67. Urgent Business - Chair's Comments

As this was the final meeting of the Learning and Culture Committee in the current municipal year, the Chair thanked Members and officers for the work that they had carried out. Members thanked the Chair and Vice-Chair for their support.

Chair

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



Learning and Culture Policy and Scrutiny Committee

22 June 2015

Report of the Assistant Director, Governance & ICT

Arrangements for Overview & Scrutiny in York

Summary

1. This report highlights the Council's structure for the provision of the overview and scrutiny function and the resources available to support it. It also details the current terms of reference for the individual Policy & Scrutiny Committees. These terms of reference may be subject to change by the new administration following the re-naming and redesignation of the Scrutiny Committees.

Background

2. In 2009 the Council restructured its overview and scrutiny function which led to the formation of a number of overview & scrutiny committees. In May 2015 the Council agreed to change these to Policy and Scrutiny Committees

Introduction

3. The Council's overview and scrutiny function currently has the following Policy & Scrutiny Committees in place:
 - Corporate & Scrutiny Management
 - Economic Development and Transport
 - Learning & Culture
 - Communities and Environment
 - Health & Adult Social Care

Corporate & Scrutiny Management Policy and Scrutiny Committee (CSMC)

4. This Committee oversees and co-ordinates the scrutiny function, including:

- allocating responsibility for issues which fall between more than one Policy & Scrutiny Committee
- allocating, in consultation with the Chair/Vice-Chair, urgent issues to be considered by an appropriate Committee (including an Ad-Hoc Scrutiny Committee), as may be necessary;
- reviewing progress against the Work Plans of the Policy & Scrutiny Committees, as may be necessary and receiving bi-annual updates from Chairs of those Scrutiny Committees, as required;
- receiving periodical progress reports, as appropriate, on particular scrutiny reviews;
- considering and commenting on any final reports arising from completed reviews produced by the Policy & Scrutiny Committees, as required
- provides an annual report to Full Council on the work of the Policy & Scrutiny Committees
- recommends to the Executive an appropriate budget to support the undertaking of scrutiny reviews as part of the Council's budget setting process, and manages the overall allocation of any such budget
- periodically reviews the scrutiny procedures to ensure that they are operating effectively and recommends to Council any appropriate constitutional changes relating to the scrutiny structure or procedural rules
- Consider any decision "called in" for scrutiny in accordance with the Scrutiny Procedure Rules as set out in Part 4 of the Council's Constitution.

5. In Addition, CSMC exercises the powers of an Overview & Scrutiny Committee under section 21 of the Local Government Act 2000, by promoting a culture of continuous improvement across all corporate, strategic and business services through developing, challenging and reviewing those services and by monitoring the performance of the following Council service plan areas through regular performance monitoring reports:

- | | |
|---------------------------|------------------------------|
| • Audit & Risk Management | • Human Resources & |
| • Strategic Finance | Directorate HR Services |
| • IT&T | • Performance & Improvements |
| • Public Services | • Resources & Business |
| • Property Services | Management |
| • Policy & Development | • Business Support Services |

- Civic Democratic & Legal Services
- Marketing & Communications
- Corporate Services
- Directorate Financial Services
- Management Information Services

Standing Policy & Scrutiny Committees

6. Each of the four standing Policy & Scrutiny Committees has its own individual remit as detailed below:
7. Economic Development & Transport Policy & Scrutiny Committee
This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports:
 - Economic Development & Regeneration
 - Strategic Housing
 - Civil Engineering & Highways
 - Parking Services
 - Transport Strategy
 - Parking Strategy
 - Highways Strategy
 - Reinvigorate York
 - Environment Strategy
 - Carbon Reduction
 - Air Quality
 - National & Regional Transport Infrastructure
 - Digital Infrastructure,
 - Fleet Management
 - Planning, Conservation & Urban Design
 - Local Plan
8. Learning & Culture Policy & Scrutiny Committee
This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports
 - School Improvement & Staff Development
 - Children and Families
 - Partnerships & Early Intervention
 - Resource Management
 - Lifelong Learning
 - Youth Services
 - School Place Planning
 - Play Policy
 - Leisure
 - Tourism
 - City Centre Management, Markets & Events
 - Arts and Culture
 - Heritage
 - Parks

9. Communities & Environment Policy & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports:

- Flood Protection
- Smarter York
- Waste Management
- Street Environment
- Housing Landlord (HRA)
- Housing General
- Taxi Licensing
- Trading Standards
- Licensing Policy & Enforcement
- Licensing & Bereavement
- Registrar
- Safer City
- Emergency Planning
- Domestic Violence
- Safer Neighbourhoods
- Anti-social Behaviour
- Youth Offending
- Environmental Health
- Alcohol & Drugs Action
- Food Hygiene
- Animal Welfare

10. In addition, the Communities & Environment Policy & Scrutiny Committee is also responsible for the discharge of the functions conferred on the Council by sections 19 & 20 of the Police & Justice Act 2006, in relation to the scrutiny of community safety issues, the Police and the work of the local Crime and Disorder Reduction Partnership (known in York as the Safer York Partnership), made up of the following community safety partners:

- The Local Authority
- The Police Force
- The Police Authority
- The Fire and Rescue Authority
- The Primary Care Trust

11. Health & Adult Social Care Policy & Scrutiny Committee

This Committee is responsible for monitoring the performance of the following service plan areas through regular performance monitoring reports

- Public Health
- Services for Carers
- Adult Safeguarding
- Assessment & Personalisation
- Older People, Mental Health & Respite
- Commissioning & Partnerships

12. In addition, the Health & Adult Social Care Policy & Scrutiny Committee is also responsible for:

- (a) The discharge of the health and scrutiny functions conferred on the Council by the Local Government Act 2000
- (b) Undertaking all of the Council's statutory functions in accordance with Section 7 of the Health and Social Care Act 2001, NHS Reformed & Health Care Professional Act 2002, and section 244 of the National Health Service Act 2006 and associated regulations, including appointing members, from within the membership of the Committee, to any joint Overview and Scrutiny Committees with other local authorities, as directed under the National Health Service Act 2006.
- (c) Reviewing and scrutinising the impact of the services and policies of key partners on the health of the City's population
- (d) Reviewing arrangements made by the Council and local NHS bodies for public health within the City
- (e) Making reports and recommendations to the local NHS body or other local providers of services and to evaluate and review the effectiveness of its reports and recommendations
- (f) Delegating functions of scrutiny of health to another Local Authority Committee
- (g) Reporting to the Secretary of State of Health when:
 - i. Concerned that consultation on substantial variation or development of service has been inadequate
 - ii. It considers that the proposals are not in the interests of the health service

Standing Policy & Scrutiny Committees - Common Functions

13. In exercising the powers of an Overview and Scrutiny Committee under section 21 of the Local Government Act 2000, the four Policy & Scrutiny Committees shown above have the following common functions:
 - Maintain an annual work programme and ensure the efficient use of resources.
 - Assist in the development and review relevant policies and advise the Executive about the proposed Policy Framework as it relates to their service plan areas
 - Review any issue that it considers appropriate or consider any matter referred to it by the Executive, CSMC or Council and report back to the body that referred the matter.

- Identify aspects of the Council's operation and delivery of services, and/or those of the relevant Council's statutory partners, suitable for an efficiency review.
- Carry out efficiency reviews or set up a Task Group from within their membership to conduct a review on their behalf.
- Scrutinise issues identified from the Executive's Forward Plan, prior to a decision being made.
- Receive Executive Member reports relating to their portfolio, associated priorities & service performance.
- Scrutinise the services provided to residents of York by other service providers, as appropriate.
- Comment on the annual budget proposals and elements of the Corporate Strategy.
- Make final or interim recommendations to the Executive and/or Council
- Report any final or interim recommendations to CSMC, if requested
- Monitor the Council's financial performance during the year.
- Monitor progress on the relevant Council Priorities and advise on potential future priorities.
- Support the achievement of the relevant 'Local Area Agreement' priority targets

Work Planning

14. Each of the four Policy & Scrutiny Committees will produce and maintain an annual work plan. This will appear on the agenda for each meeting, and will show the different stages of any ongoing reviews and the scheduled dates for receiving the following:
 - Performance and Finance Monitoring Reports
 - Reports from Local Strategic Partners
 - Updates from Executive Members
 - Updates on the implementation of recommendations arising from previous scrutiny reviews.

Council Plan 2011/2015

15. The Policy & Scrutiny Committees are designed to be cross-cutting across Directorates and in carrying out its remit, may undertake work that supports one or more on the Council's Strategic Priorities. The Council's Corporate Strategy for 2011-15 contained the following priorities:

- Create Jobs & Grow the Economy
- Get York Moving
- Build Strong Communities
- Protect Vulnerable People
- Protect the Environment

16. In addition, CSMC and each of the Policy & Scrutiny Committees are responsible for ensuring their work promotes inclusiveness and sustainability.

Working Effectively as a Scrutiny Member

17. The vast majority of Scrutiny Committee meetings are held in public, as with all other formal meetings of Committees upon which elected Councillors sit. For such public meetings, agenda and reports must be published 5 clear working days in advance of the meeting itself. This allows time for the public to engage with the issues being discussed and for them to attend or speak at the meeting, as they wish. These formal meetings are an important part of the scrutiny function, publicly being seen to examine and question plans, policies and actions.

18. Members of the Policy & Scrutiny Committees can:

- Meet on a regular basis
- Prepare for meetings and visits by reading briefing papers and preparing any questions for witnesses
- Formulate and agree an annual work plan for their Committee, in consultation with the relevant Scrutiny Officer
- Discuss and decide on the remit and scope of each scrutiny review they undertake
- Contribute to discussions as community representatives but without a political agenda
- Develop each review through constructive debate
- Participate as fully in Scrutiny reviews as their time commitments will allow – e.g. by attending site visits and taking part in smaller task groups
- Make recommendations based on their deliberations and information received
- Take ownership of their final reports and any recommendations, and work with the Scrutiny Officer on their production
- Monitor Scrutiny recommendations approved by the Executive to see how they are being implemented

- Identify items on the Executive Forward Plan for potential consideration by the Committee
- Treat officers, witnesses and other members with respect and consideration.

19. Chairs of Policy & Scrutiny Committees - in addition to their member role, each Chair is will:

- Provide leadership and direction at meetings and in terms of managing the progress of scrutiny work;
- Attend Chair's Briefing meetings with the Scrutiny Officer, Vice Chair and other officers as appropriate, to discuss how meetings will run and to manage the business
- Work with the Scrutiny Officer and senior officers to ensure an effective exchange of information, at all times
- Support Officers in setting realistic timescales scrutiny reviews, taking into account existing workload, resources and related pressures
- Ensure everyone gets the opportunity to contribute at meetings and their views are heard and considered
- Ensure that officers and witnesses are properly introduced at meetings and are always treated with respect and consideration, as set out in the Witness Charter
- Work with the Scrutiny Officer on the production of any final review reports, as appropriate
- Present the Committee's review final reports and recommendations to the Executive

20. Vice Chairs perform the Chair's role in their absence.

21. Statutory Voting Co-optees

- Are required for the Learning & Culture Policy & Scrutiny Committee, to represent parents and religious groups in relation to educational activity;
- Participate fully within the Scrutiny work as a member of the Committee (see member's role) and vote on issues within their educational remit;
- Provide advice and information to the Committee based on their specific skill, knowledge or expertise;

- Are not required to attend meetings which have no educational aspect.

22. Non-Statutory and Non-Voting Co-optees

- Can be invited by a Committee to provide advice and information based on their specific skill, knowledge or expertise, either on a permanent basis or for the duration of a review.
- Participate as a member of the Committee would do, but cannot take part in a vote if one is held during a meeting.

Officer Roles Supporting Policy & Scrutiny Committees

23. The work of the Policy & Scrutiny Committees is supported by officers in a number of ways:

24. The Scrutiny Services Team

- Facilitate and support CSMC and the Policy & Scrutiny Committees, and organise events and meetings
- Support CSMC in reviewing and improving the Scrutiny function
- Work with individual Committees to develop their annual work plans, and with CSMC to co-ordinate the overall scrutiny function
- Provide independent and impartial advice to Councillors
- Carry out research and gather information as directed by the Committees
- Provide a link between the Committees, senior officers of the council and external witnesses, inviting them to meetings and supporting them throughout the scrutiny process to ensure an effective exchange of information
- Liaise and consult with residents, partnerships and other external parties on behalf of the Committees
- Draft final reports in close consultation with the Chairs of the Committees
- Forward reports and agenda items to the appropriate Democracy Officer on time so these can be published
- Stay up to date with new developments in Scrutiny legislation and implement changes as necessary

25. Lead Officers

- Each Committee has a designated Lead Officer responsible for 'championing' scrutiny within their Directorates and ensuring

Scrutiny Officers receive appropriate technical support and information for scrutiny reviews/reports within agreed timescales.

- Lead Officers will attend Chair's Briefings and the Committee meetings.
- Relevant technical officers will also support scrutiny and Scrutiny Officers in providing Scrutiny Committees with technical reports and information and in attending meetings to advise Members.

26. Democracy Officers

- Provide constitutional advice at scrutiny meetings or to Scrutiny Officers and councillors when required
- Timetable meetings in consultation with Committee members
- Book meeting rooms and cancel bookings when necessary
- Receive reports and compile agenda for meetings, publish and circulate within the legal deadlines
- Write Minutes of policy & scrutiny meetings, consult with Scrutiny Officer afterwards and get Minutes signed off by the Chair of the Committee
- Provide a registration facility for members of the public wishing to speak at scrutiny meetings

Consultation

27. This report is for information only - no specific consultation has taken place on this report.

Implications & Risk Management

28. There are no known Legal, HR, Finance, Equalities, Crime & Disorder, Property or other implications associated with the recommendation in this report.
29. There are no known risks, associated with the recommendation in this report.

Recommendations

30. Members are asked note the contents of this report and the specific remits of the individual Policy & Scrutiny Committees.

Reason: To inform Members of scrutiny arrangements

Contact Details

Author:

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Scrutiny Officer
Ext. 2063

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director, Governance & ICT
Ext 1004

**Report
Approved**



Date 17 April 2015

Wards Affected:

All



For further information please contact the author of the report

Background Papers: N/A

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**Learning and Culture Policy and
Scrutiny Committee**

22 June 2015

Report of the Assistant Director (Communities, Culture & Public Realm)

**York Museums Trust Partnership Delivery Plan:
Performance Update 2014/15 - end of year report**

Summary

1. This report updates members on the current progress of the York Museums Trust (YMT) towards meeting the targets agreed in the Partnership Delivery Plan.

Background

2. YMT was set up as an independent trust in order to achieve a business turnaround of the museums and art gallery and to enhance the cultural provision within the city. It successfully addressed its initial targets which were concerned principally with: stabilising visitor numbers, delivering new income streams, creating new exhibitions and interpretative services, creating an education strategy, increasing use and involvement by residents, and cataloguing of the collection.
3. The current Partnership Delivery Plan (PDP) approved by the Cabinet member in March 2013 outlined the key targets and objectives which the Council requires YMT to work towards over the period 2013-18:
 - To protect and conserve the collections, gardens and buildings
 - To promote access to the city's collections, gardens and buildings appropriate to the 21st century
 - To attract more visitors to all the YMT sites, increasing visitor numbers from 660,000 to 900,000 by 2018, thus contributing to the local and regional economy
 - To create learning opportunities and improve skills for all and develop innovative programmes springing from the collections, gardens and buildings

- To network and collaborate with partners and contribute to the development of the economic and cultural life of the city and the region and support York's world class cultural offer
 - To raise substantial funds to realise these aims through the development of sustainable income streams and relationships with Grants and Trusts
4. The specific activities and outcomes are summarised under five main headings:
- Income improvement – to further develop YMT financial sustainability
 - Capital Project – to ensure the delivery of key capital improvements to the YMT estate
 - Public programmes – to promote the collections, buildings and gardens ensuring visitors and residents have leisure and learning opportunities
 - Working in partnership – to delineate the specific areas where YMT support our corporate priorities
 - Governance – to ensure the continued security of the collections and the appropriate governance of the business.
5. The report from YMT (see Annex) sets out how they have been addressing these issues in the period to September 2014, and also gives an outline of what they will be developing moving forward.

Options

6. This report is for information and there are no options to consider.

Corporate Objectives

7. YMT contributes to a number of corporate objectives including developing opportunities for residents and visitors to experience York as a vibrant and eventful city, improving opportunities for learning, and in strengthening York's economy through investment in the tourism infrastructure.

Implications

- 8. **Finance:** The Council makes an annual grant to YMT. In 2014/15 the grant is £1,107k, a reduction of £400k compared to 2012/13. The grant reduces by a further £500k in 2015/16.
- 9. The report has no implications relating to: Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property.

Risk Management

- 10. This report is for information and there are no risks to consider.

Recommendations

- 11. That members comment upon the performance of the York Museums Trust.

Reason: To fulfil the Council’s role under the partnership delivery plan.

Contact Details

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Janet Barnes
Chief Executive
York Museums Trust

Chief Officer Responsible for the report:

Charlie Croft
Assistant Director (Communities,
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**Report
Approved**

Date 4.6.15.

Wards Affected:

All

For further information please contact the author of the report

Annex 1: York Museums Trust Performance report to March 2015.

Abbreviations

| | |
|-----|---------------------------|
| YMT | York Museums Trust |
| PDP | Partnership Delivery Plan |

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York Museums Trust Performance Report: October 2014 – April 2015

Executive Summary

In the last Scrutiny report we announced the opening of the new exhibition *1914: When the world changed forever*. It has been very popular with visitors and volunteers. The community gallery has been really popular with community groups for example, the Quakers and the Quilters putting on their own exhibitions and engaging with visitors.

The York Art Gallery project is nearing completion and is looking really good. The collections are almost all back from storage and either are on display or in the new store. The displays are nearly completed. We are in the middle of preparing for the openings and the press coverage.

We have had to phase our plans for the extension of Museum Gardens because of rising costs so the Yorkshire Flowers Garden will be in Phase 2. The Edible Woodland will be complete hopefully by the opening of the gallery on 1 August but the area directly behind the gallery will be delayed until September because of issues with the toxicity of the soil. This has delayed the project and has resulted in an increase in costs.

Staff Numbers at the end of April were: 72 full time, 45 part time, 55 casual totalling 172.

Analysis of Performance

a) *Stabilising visitor figures*

Admissions Summary

October 2014 - March 2015

| | 2014-15 | 2013-14 | | 2012-13 | |
|------------------------|---------------|---------------|------------|---------------|------------|
| Visitor Numbers | | | | | |
| York Castle Museum | 118911 | 119226 | -0% | 124031 | -4% |
| Yorkshire Museum | 43195 | 51035 | 15% | 41226 | +5% |
| | 162106 | 170261 | -5% | 165257 | -2% |

b) Delivering new income streams

We will be launching the new YMT Card that will help make us more sustainable and resilient over the coming years. The cut in Council funding from £1.5m to £600k from 2012 to 2015 has made us rethink the business model in order for us to survive and thrive.

The YMT Card will give free entry to York Castle Museum, York Art Gallery and the Yorkshire Museum in York Museum Gardens for a year.

The YMT Card will cost £20 with direct debit or £22 with other means of payment such as cash and cheque.

The benefits of YMT Card are:

- Free entry to York Castle Museum, Yorkshire Museum & Gardens and York Art Gallery for a year
- Come back for free as many times as you like during the year
- No queueing during busy times with fast track entry
- 10% off in our cafes and shops
- Receive the YMT e-newsletter
- Take part or be the first to see new exhibitions with our members' previews and other special events (charges may apply for some events)

The YMT Card saves £5 compared to buying individual day tickets for the three YMT charging venues.

'Kids Go Free' (up to 16 years) to all YMT sites so the YMT Card gives remarkable value to families.

We are introducing an Access YMT Card for young people (aged 17-24) and people entitled to most forms of welfare benefit at half the standard price, so a £22 YMT Card would cost just £11 (or £10 by direct debit).

This will mean we will be charging for York Art Gallery when we reopen in August.

Because of the elections we have not been able to discuss fully the implications for the York Card but we hope that this will be resolved quickly by the new administration.

c) New exhibitions and interpretative service

When we reopen York Art Gallery on 1 August we are concentrating on showing the richness of the permanent collections. The three ground floor galleries will be focusing on the Lycett Green collection. This collection has been the subject of a research programme in partnership with the National Gallery.

The exhibition of the Views of York will also be on the ground floor.

Upstairs in the Burton Gallery will be an broad ranging display from the collection showing a range of paintings. This display is largely directed to families and children.

Mark Hearld, the well known York Based artist, has curated an exhibition called *The Lumber Room* which draws from the collections across YMT including Yorkshire Museum and Castle Museum and includes his own new work.

The new Centre of Ceramic Art (CoCA) occupies the two new galleries on the first floor and shows over 2000 works from the extensive collection of British Studio Ceramics.

The exhibition *Road to Waterloo* opened at the Castle Museum in May. It is based around panoramic Wallpaper which was purchased by Dr Kirk in the 1930's. Made in 1829 it depicts the French army in Italy. Over the winter it has been carefully conserved and much information ascertained about the history of the wall paper. Also in the exhibition is the jacket owned by Private Grimes of Thornton Grimes who guarded Napoleon whilst he was in exile at St Helena. There are armour and swords retrieved from the battlefield.

The famous William Smith geological map of the UK has also been restored and is on view at the Yorkshire Museum.

d) Create an education strategy

We have had a good six months. Please note that York Art Gallery has been out of action regarding school groups because of the capital programme.

The educational figures for the period October 2014 – April 2015 are as follows:

Formal Learning

The change in the school curriculum resulted in the introduction of new sessions at the Yorkshire Museum in Sept 2014. Of these four sessions, Prehistoric Progress has been by far the most popular, followed by Life in Anglo Saxon York. Teachers have told us that there is a lack of resources for teachers about the subject of Pre-History. Our existing Roman offer continues to encourage a high number of booked, taught sessions, particularly Legionaries Life.

The Yorkshire Museum has taken on a freelancer to help create an online teaching resource to be used in the classroom. The project, inspired by the British Museum's "Teaching History in 100 objects" will cover Stone Age to Iron Age and involve ten objects from YMT and will include objects from five regional museums. We hope this will be ready to launch in September 2015.

Taught sessions have remained steady at the Castle Museum but numbers of WW1 sessions have greatly diminished, as expected, after the first anniversary commemorations. New sessions including Suffragettes, Electricity and Queen Victoria's Empire have been introduced, and bookings for current workshops have shown that the theme of Crime and Punishment has become popular with KS2 pupils. Special Needs groups are now catered for at the Castle with two specially adapted workshops and two bespoke tours available.

Twelve primary Schools and a total of 1483 pupils took part in an art project in preparation for the York Art Gallery opening. Pupils took Lowry's painting of Clifford's Tower as inspiration to create their own artwork to express their ideas about what it is like to live in York today.

At the last meeting Scrutiny asked for a list of all schools we have worked with in this period. The schools are listed below.

All Saints RC School
Applefields School - Burnholme
Archbishop of York's CofE Voluntary Controlled Junior School,
Bishopthorpe
Badger Hill Primary School
Clifton Green Primary School
Clifton School and Nursery
Clifton with Rawcliffe Infant Site
Copmanthorpe Primary School
Canon Lee
Elvington p/s
Fishergate Primary School
Huntington Primary School Now an Acc
Joseph Rowntree School
Knavesmire Primary School
Lord Deramore's Primary School
New Earswick Primary School
Osbaldwick Primary School
Our Lady Queen of Martyrs Roman Catholic Primary School
Park Grove Primary School
Poppleton Ousebank Primary School
Poppleton Road Primary School
Rawcliffe Bridge Primary School
Robert Wilkinson Primary School Now an Acc
Scarcroft Primary School
Skelton Primary School
St Georges Primary School
St Lawrence's C of E School
St Mary's Prep School
St Oswalds CE Primary School
St Paul's C of E Primary School
St Wilfreds Primary
Stockton on the Forest p/s
Tang Hall Primary School
Wheldrake with Thorganby Church of England Primary School
Wigginton Primary School
Woodthorpe Primary School
Yearsley Grove Primary School

| | YCM | | YM | | Total | |
|--|------------|-------------|-----------|-------------|--------------|--------------|
| | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 |
| Pupils from York Schools | 1176 | 1889 | 829 | 1699 | 2005 | 3588 |
| Pupils from non York Schools | 9705 | 6319 | 2443 | 5591 | 12148 | 11910 |
| Pupils taking part in taught session | 3278 | 5368 | 2979 | 9631 | 6257 | 14999 |
| York pupils taking part outreach activities/projects | 1500 | 1670 | 165 | 1500 | 1665 | 3170 |
| HE and FE student visits | 1996 | 456 | 80 | 316 | 2076 | 772 |

Informal Learning

The museums have provided additional events and activities over the school holiday periods aimed at visitors and family audiences. These have been linked to significant objects going on display, new exhibitions as well as anniversaries. The Bedale Hoard at the Yorkshire Museum was on display for the first time during February Half Term which also linked to the York Viking Festival. Trails were sold to over 1000 visitors.

Activities took place at the Castle Museum in order to link to a new exhibition and an anniversary of the Battle of Waterloo throughout May half term. Hands on and participatory activities continue to be very well received, in particular, taking part in a suffragette march in Half Term.

YMT once again plan to work with York Minster and York Explore on an arts project throughout the summer aimed at 11/12 year olds achieving their Discovery Arts Award.

Family Learning

The Museum Monkeys programme for under 5s and their carers continues to be popular, with 580 children and 581 adults attending between October 2014 and May 2015.

In December the Castle Museum launched a new event, A Victorian Christmas. This proved to be extremely popular with some outstanding feedback. A total of 20 sessions saw a 237 adults and 179 children enjoy the experience.

Planning is underway for the second Researchers at Night event as part of Yornight which will take place this September.

Adult Learning

YMT continues to be part of York's Community Learning Partnership; taking part in the Adult Learning Festival in June and sponsoring an award at the York Adult Learning Awards. Four volunteers working on projects at YMT won the Learning Projects award at this year's ceremony. In addition to learning projects taking place the events project has continued and links in with City wide festivals such as the Festival of Ideas and run special events linked to the museum collections. Notable events this year being five chargeable curator's talks, two science and three on Archaeology.

Genesis

YMT provides creative opportunities for 14-24 year olds to engage with heritage and cultural and to work with the museum's collections. The Yorkshire Museum ran a special outreach project in partnership with NYBEP (North Yorkshire Business Education Partnership) under the Genesis umbrella. This engaged around 1000 young people from local schools and colleges. The Griffins Nest Challenge will result in a smart phone app and trail around the gardens from a group of Archbishop Holgate students.

Territories

Territories projects aim to provide creative learning opportunities and access to the collections, as well encourage participants to visit the museum. As York Art Gallery is due to reopen in 2015 the

Territories programme has been wound down but will be re-launched in January 2016.

e) Increase use and involvement by residents

We have worked with 243 volunteers from 1 October 2014 to 31 March 2015, who have contributed 6778 hours during this period. This is a 38% increase in hours from the same period in 2013/14. We have run 149 individual volunteer training sessions in subjects such as object handling, customer care, and bespoke activity training.

The Hands on Here! project continues to be our largest project across both the Castle Museum and Yorkshire Museum, with volunteers on gallery daily, delivering object based activities to visitors across the full range of collections.

A programme of volunteer talks, based on the new WWI exhibition, is proving very successful, with several volunteers delivering visitor talks each week on a variety of subjects relating to the exhibition. These are proving popular with visitors and volunteers alike and we are expanding the range of subjects covered.

The YMT Volunteer Team continues to be an exemplar for good practice across the region, and further afield, particularly in relation to the quality of training that we provide to our visitor facing volunteers. We have hosted several regional and national museum teams, who are looking to model their own volunteer programmes on ours. Within the reporting period, this has included Sheffield Museums, Bradford Museums, Hull Museums and NMSI Group based in London.

f) Achieve high visitor satisfaction

Visitor surveys carried out in summer 2014 by Spirul Research showed that at:

York Castle Museum:

- 99% of visitors were either satisfied or very satisfied with their visit
- 98% would recommend the museum to others
- 90% would visit again

At Yorkshire Museum:

- 97% of visitors were either satisfied or very satisfied with their visit
- 95% would recommend the museum to others
- 91% would visit again

Also of interest are visitor comments on Tripadvisor where York Castle Museum comes second (up from fifth) out of all attractions in York, the highest rated charging attraction, and the Museum Gardens eighth (up from eleventh).

g) Ensure the cataloguing of the collection

Digital

The Wikipedia project was extended by 12 months and now has a regional remit working with museums across Yorkshire. It is integrated the work into the Museum Development Yorkshire team and they are using it to engage with partners across the county. Promoting open licensing and content liberation are at the heart of this project. There are hundreds of items from YMT's collection now on Commons and we have received more than 400,000 views of that content in the past month. Our partners have had similar results by releasing imagery under open licences. Our ambition is to extend this project in August this year once again and work with more partners in the coming year.

The online collection is under continued development as we make it more responsive, robust and reach more audiences. Our openly licensed images have been downloaded by hundreds of users. The use of these images include academic publications, sector research, institutional display (exhibitions at other museums), blogs, social media and amateur historian research (plus many more).

We have begun our standardisation of image capture at YMT and have already photographed thousands of artworks.

Digital volunteers are helping digitise large swathes of our numismatics collection and we plan to extend our digital capacity in the coming year with a dedicated documentation studio with capacity for voluntary support.

To see an example of how productive releasing content online can be:

YMT Collection: <http://bit.ly/1S4ag4f>

Wikipedia article created by a volunteer from scratch two days ago: http://en.wikipedia.org/wiki/The_Wrestlers_%28painting%29

Curatorial

The purchase of a new store, adjacent to the existing YMT store, will have great impact on the documentation of the whole collection. A feasibility study is currently taking place with the intention of moving the contents of all the rented stores to the one site. This will particularly impact on the Social History collections which take up 75% of the current stores. Assessments are taking place on some areas of the collection such as the horse drawn carriage collection. This is the largest storage project YMT has ever undertaken and provides the opportunity to properly assess and manage the collections and improving documentation across all collections.

As part of the process of Accreditation, the Castle Museum produced a documentation backlog plan. This is now being implemented and key members of the curatorial team are meeting quarterly to set realistic short term targets and to monitor completion. The plan will be further developed to include the developing storage project. Accreditation was applied for last year and we should hear very soon whether it has been successful.

Ongoing documentation projects include:

- Rationalisation of archaeological animal bone
- Waterloo period objects to support the current Waterloo exhibition at the Castle Museum
- Costume collections to support the forthcoming *Shaping the Body Exhibition*

There is the aspiration to include more volunteers in the documentation process.

New Acquisitions include:

- 10th century gold finger ring, silver gilt brooch all purchased through the Portable Antiquities Scheme.
- Part of the Govesy installation by Karen Thompson

- Elf 1& 2 –contemporary ceramic by Christie Brown
- Ephemera from the local Galtres Festival
- Tax disc
- Land Army collection
- Lava from Vesuvius collected by the Yorkshire Philosophical Society.

Dr Janet Barnes CBE

York Museums Trust

10 June 2015

Abbreviations

| | |
|-------|--|
| CoCA | Centre of Ceramic Art |
| HE | Higher Education |
| FE | Further Education |
| NYBEP | North Yorkshire Business Education Partnership |
| YCM | York Castle Museum |
| YM | Yorkshire Museum |
| YMT | York Museums Trust |

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Learning and Culture Policy and Scrutiny Committee

22 June 2015

Report of the Assistant Director (Communities, Culture & Public Realm)

**Explore Libraries and Archives Mutual:
Performance Update 2014/15 - end of year report****Summary**

1. This report updates members on the performance of Explore York Libraries and Archives Mutual Ltd (Explore) during the second 6 months of 2014/15.

Background

2. Explore was set up on 1 May, 2015 as a Community Benefit Society with exempt charitable status, jointly owned by staff and the community, with the aim of delivering a comprehensive and efficient public library service, increasing access to library services by providing excellent services, encouraging everyone to be a library member from birth, and giving York residents universal membership of all public libraries in England and Wales. Explore's vision is *to enable people to live fuller, more connected and engaged lives*.
3. Explore is tasked with making a major contribution to helping the Council engage with its communities, facilitating adult learning, getting people on line, promoting the health and wellbeing agenda, and supporting vulnerable people, e.g. housebound people and people with mental health issues.
4. £450k savings were made immediately on establishing explore with a further £50k saving in 2015/16. This was achieved whilst maintaining paid staff in every library, ensuring no closures, and driving service improvement.

5. The Council has entered into a 5 year contract with Explore for the provision of services. The contract specification sets out the key requirements with respect to service levels including book stock, professional staffing, service points, and the outcomes to be achieved (see Annex 1).
6. The report from the Chief Executive of Explore (see Annex 2) sets out performance issues in the period to 31 March 2015.

Options

7. This report is for information and there are no options to consider.

Corporate Objectives

8. Explore contributes to a number of corporate objectives including developing opportunities for residents and visitors to experience York as a vibrant and eventful city, improving opportunities for learning, and in strengthening York's economy through investment in the tourism infrastructure.

Implications

9. **Finance:** The contract sum for the full year in 2014/15 is £1,942,000 (the actual payment reduced to reflect the 1 May start date).
10. The report has no implications relating to: Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property.

Risk Management

11. This report is for information and there are no risks to consider.

Recommendations

12. That members comment upon the performance of Explore.
Reason: To help monitor the service received under the contract.

Annexes

1. Schedule 2 of the Contract for the Provision of Services
2. Report of the Chief Executive of Explore
3. Reading Well Books on Prescription for Dementia
4. Explore Digital Inclusion Projects

Contact Details

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Chief Officer Responsible for the report:

Charlie Croft
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**Report
Approved**

Date 4.6.15.

Wards Affected:

All

For further information please contact the author of the report

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Schedule 2

1. Description of the Services

The service shall fulfil the Council's statutory duty under the Public Libraries and Museums Act 1964 which states that: *It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof.*

The service shall further Explore's vision, *to enable people to live fuller, more connected and engaged lives.*

Explore will deliver a comprehensive and efficient public library service increasing access to library services by providing excellent services, encouraging everyone to be a library member from birth, and giving York residents universal membership of all public libraries in England and Wales through membership of the Society of Chief Librarians.

Explore shall provide the following core offers:

i. The Health and Social Care Offer:

- A network of local hubs offering non-clinical community space where people can access free, impartial information and advice
- Community outreach supporting vulnerable people such as a home library service, and books on prescription
- Expert staff with up to date knowledge of health care services and providers in their local community and who will be able to signpost customers effectively to providers where clinical or specialist support is needed. They will do this with respect and confidentiality.
- Assisted on-line access to a range of websites by staff who are expert in mediated searches and able to locate information and online resources appropriate for the customer need and to facilitate and enable digital literacy
- Self-help, independent library resources including impartial health information to support people in making independent life decisions
- Health and care information services through partnership with agencies such as Age UK, Macmillan to signpost customers

- All sites to be dementia friendly
- Public health promotion activity working with the public health team
- Social and recreational reading opportunities like reading groups
- Volunteering and community engagement activities

ii. The Universal Reading Offer:

- Promoting the joy of reading through a range of activities and events
- Free access to book stock to browse and borrow in a variety of formats for all ages in which readers claim a legitimate interest
- A stock policy that reflects the community's requirements, promotes the stock, and provides the widest range of material within the resources available
- Average number of items added to stock per year over the life of the contract to be no lower than the number of items added to stock by the Council during the financial year 2013/14
- Access to the national book collection through inter library loan
- Support for reading groups
- Interactive catalogue and events that support and develop a community of readers. Connecting readers to other readers
- Promoting reading for children and young people, working with schools and early years settings
- Supporting literacy development at all ages
- Taking part in national reading promotions
- Services for targeted audiences within the universal offer

iii. The Universal Information Offer:

- Information from all sources, which has been researched by information professionals, giving a level of quality assurance to the user
- Expert staff, trained in reference work
- Provision of community information at each site and management of Yortime.org.uk

- Impartial reference and information allowing people to make informed decisions
- Access to local and family history resources
- Business and enterprise information supporting SMEs and people looking to start up in business
- Information on jobs and careers as well as job search workshops in partnership with York Learning
- Work with the Council's benefits team to deliver information on the range of and changes to benefits
- Expert help accessing rights, democracy and citizenship information
- Expert help accessing Gov.uk, york.gov.uk and other national and local government websites

iv. The Universal Digital Offer:

- Free access to the Internet for every resident
- Free WiFi in every library
- Clear and accessible online information about library services
- A range of online reference sources
- Ebooks
- Free help to get online and support once you are online
- Targeted work to get people online
- Surgeries to try out new technology such as tablets, ereaders etc.
- Mediated help online
- Staff trained to help customers access digital information
- Ability for customers to join online
- Ability to be contacted online/via email for answers to customer enquiries
- 24/7 access to services through a virtual library presence
- Ability to reserve & renew items remotely via an online catalogue

Explore shall deliver the following additional services:

i. An archive and local history service:

- Promoting access to the collections

- Ensuring, conservation, acquisitions and disposal of the collection
- Achieving archive accreditation within 4 years
- Supporting local democracy and accountability by identifying and preserving the key original records of York's local government through best practice professional records management
- Maintain free hands-on public access to the archive and local history collections both in York Explore and throughout our network of libraries
- Maintaining York as a National Archives Approved repository for legally-protected Public Records and Manorial Documents
- Developing partnerships with local community groups to increase the use of the archive and local history collections, and volunteer opportunities to get involved in preserving the collections
- Increasing the proportion of the archive and local history collections which are available online
- Working with local partners to increase educational use of the archive & Local history collections, and to develop the archives collections to support economic and tourism development
- Pursuing external funding to support these objectives
- Working in partnership with the Council to deliver all the Heritage Lottery Fund approved purposes of the York Gateway to History project grant, and specifically
- Delivering Approved Purpose Three ("to give hands on access to the archives") through the HLF approved Activity Plan attached as Appendix1 of this contract.

ii. Management of the Learning Network:

- Developing it in partnership with York Learning to support the curriculum

iii. Administration of YorkCard for the Council:

- Issuing YorkCards in accordance with the Council's eligibility criteria
- Negotiating new discounts from other providers
- Marketing the benefits of YorkCard

- Maintaining a marketing database for the use of the Council and administering the Yortime ebulletin

iv. Administration of the Yortime Service:

- Administering the Yortime mailing, maintaining the database of individuals' details in compliance with data protection requirements and seeking user permissions in order to make the data available to the Council free of charge for appropriate Council communications
- Operating the Yortime booking system, ensuring that the system is supported and maintained and leading on future system development in consultation with the Council's Learning Services. Where further development of the system is required by the Council and this incurs a development cost then the Council will be liable to pay for any further support costs. Where these development costs lead to further annual support costs these will be met by Explore. Where further development of the system is required by Explore and this incurs a development cost then Explore will be liable to pay for these further costs. (NB the data will remain in the ownership of the Council).
- Working in partnership with Learning Services to manage content generation and user access maintaining a joint post (this arrangement to be reviewed annually)

v. Provision of learning space for York Learning:

- Making no less than 50% of available room capacity for hire, free of charge, to York Learning

vi. Toy Library:

- Administering the toy library on the Library Mobile service in partnership with Children's Centres

Explore shall ensure that appropriate staff are deployed to carry out the service by:

- Retaining a professionally qualified chief librarian
- Retaining a qualified and designated Civic Archivist
- Retaining a core of qualified professionals

- Staff and volunteers appropriately trained to deliver the comprehensive and efficient service
- Paying all staff no less than the living wage

2. Specification Outcomes

The service shall deliver the following outcomes:

- a. Increased opportunities for residents to shape local services through volunteering roles and opportunities, evidenced by:
 - A widening range of volunteer roles within the service to support paid staff
 - Active membership of the York Volunteering Partnership
 - Partnerships with organisations to deliver services such as with the Royal Voluntary Service to deliver the Home Library Service
- b. “Co-production”: the active involvement of residents in decisions and service redesign of Explore’s services to meet local needs, evidenced by:
 - Opportunities for residents to elect two board members and to stand for the board
 - Friends groups and advisory groups which will be open to everyone of all ages
 - Workshops designed to include everyone and actively encouraging people from disadvantaged communities to take part which will build capacity through topics such as “how to be a board member”
- c. Residents increasingly supported to engage in planning, priority setting and problem solving generally in their communities, evidenced by:
 - Partnership working with the Council’s Communities and Equalities team to deliver a programme of engagement activities at each library designed to build community capacity
 - An identified space at every library where the Council can engage with and consult communities both online and face to face

- d. Increased investment in and championing of innovation, evidenced by:
- Seeking out national and international models of excellence and innovation, working with innovation platforms, such as Genius, promoting innovation through case studies, and implementing ideas in York where appropriate.
 - Innovative approaches to the preservation of and public access to the archives and local history collections through the “Gateway to History” and the “City Making History” projects including
 - Attracting external funding to invest in innovation
 - Partnerships with the Council’s ICT service to deliver innovative approaches to the use of new technology
- e. A wide range of communication channels enabling new ways for the Council and other agencies to interact with residents, evidenced by:
- Partnership working with the Council’s Customer Services to develop a new model of customer services in communities ranging from telephone access, to web access to face to face contact, with staff trained to support Council enquiries and to help people to get online
- f. Opportunities for children and young people to be actively involved in shaping Explore, evidenced by:
- Development of a special Advisory group for those age groups
 - Regular consultation with children and young people undertaken across the City
- g. Residents increasingly enabled to find answers to local problems, evidenced by:
- Improved access to life-critical information
 - Partnerships developed with other local providers to identify local need and develop appropriate solutions
 - Work with residents to develop skills that increase self-sufficiency, reducing demand on public services

h. Communities placed at the heart of everything Explore does through the development of community hubs – a flexible and welcoming space where everyone can come together for a wide range of activities and events – evidenced by:

- Realigned service provision within a network of community assets meeting identified community need providing a single point of co-ordination for community management
- Modern, outward looking, welcoming, customer first, flexible spaces where local residents can come together for a wide range of community activities
- The transition of other Council and third sector community based services into the hub
- Initiatives that reduce the Council's service delivery
- New "paid for" services for example linked to economic growth, new jobs
- Opportunities and resources to support residents to get involved in their community and the decisions that affect its development

The Council and Explore will cooperate to further the co-location of services within the hubs. Explore will not charge the Council or its key partners for their location and/or operation within hubs (other than to achieve cost recovery).

i. Enhanced transformation and efficiency across the business of the Council and other delivery agencies, evidenced by:

- Support to the Council's transformation projects notably in the area of Adult Social Care
- Provision of facilities and resources to engage the community in new ways of working

j. Inspiring learning available for all, evidenced by:

- Partnership with York Learning to support their delivery of a range of programmes in skills development and to prepare people for work
- State of the art learning spaces accessible to all
- Explore's active membership of the York Community Learning Trust

- Management of the Learning Network, planning developments with York Learning
 - Delivery of a range of learning programmes such as family and local history, reading, IT
 - Delivery of a digital inclusion learning programme that will get people online for free. All of our sites are UK Online Centres
 - Support for literacy at all ages
 - Access to the national book collection through inter library loan
 - Information literacy programmes delivered
 - Resources to support the National Curriculum
 - Developing self-organised learning
 - Quiet study spaces for individuals and groups
- k. Good relations between different communities living in York, evidenced by:
- Opportunities to celebrate diversity such as the Human Library, book displays and lectures
 - The building of York's multiple collective identities and memories by working with local people to identify and preserve the key records of all cultures and communities in the city
- l. The creation of high quality employment opportunities, evidenced by:
- New employment opportunities for residents including apprenticeships, employment support and employee assistance programmes
 - We will work with York Learning to provide a range of opportunities for NEETs, adults with learning disabilities and people recovering from mental health
- m. A Fairer York and narrowing the gaps, evidenced by:
- Furthering the principles of the Fairness Commission
 - Support for the financial inclusion strategy through the Small Changes partnership with CAB and Aviva

- n. Increased customer satisfaction with the service
 - Explore's Customer First standard, an in house programme to ensure excellent customer care
 - Achievement of the Customer Service Excellence award by year two of the contract

3. Performance Information

Explore shall provide information in respect of each quarter of the financial year, to be received by the Council no later than 6 weeks after the end of the quarter, detailing Explore's progress against the targets set out in Appendix 2 to this contract.

Abbreviations

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| SMEs | Small and Medium Sized Enterprises |
| HLF | Heritage Lottery Fund |
| CAB | Citizens Advice Bureau |
| NEET | Not in Education, Employment or Training |

Report by Fiona Williams, Chief Executive

1. Explore York Libraries and Archives has just completed its first year as an independent organisation. It has been a busy year, tempered by the seven month closure of York Explore.
2. I have shared our journey with other local authorities at some of the Cabinet Office Mutuals Success programmes. I have been a speaker at a national Arts Council conference and have been talking and offering support to Nottinghamshire, Devon and Birmingham as they begin their own journeys. York is seen as a national leader in the public service mutual world. In the next few months I will be taking part in a roundtable discussion at The RSA on public service volunteering and talking about employee ownership at Durham University. There is considerable interest in this new way of providing public services and even in the emergence of a fourth sector – combining public service ethos with entrepreneurial skills and customer involvement.

Highlights

3. Some Highlights of our First Year:
 - Reopening York Explore with the refurbished upstairs and new archive pod
 - Completion of the capital phase of the Gateway to History HLF project
 - Archive roadshows asking people “What should we remember about York?”
 - Cataloguing of community archives
 - Our digital inclusion programmes have helped 6,655 people to navigate through the online world (see Annex 4)
 - Funding achieved from the Wellcome Trust to assess the conservation needs of our workhouse records
 - 8,001 people joined libraries in the first five months of 2015
 - 2,237 children attended under fives storytimes since January
 - 4,079 children visited a library with their school since January

Support Services

4. We took the Council's support services for year one, during that time we assessed the amount of work involved in each area. Following some marketing testing, we decided to move away from the Council's HR and Finance support. We would like to take this opportunity to thank the CYC staff we worked with on the transfer. They made everything very straightforward. We have now agreed SLAs with H&S, ICT and Facilities Management and will continue to work with them. ICT in particular have been incredibly supportive. The SLA is complex and they have ensured that their support will enable us to continue to be at the cutting edge of a digital future.
5. We have now taken steps to bring the accounting function 'in house', and have also appointed an external and independent firm of accountants, BHP Chartered Accountants, to provide ongoing bookkeeping support, regular management reporting and accounts, and all round financial support.
6. We have just reached the end of our first financial reporting period, and although the results have not been finalised or independently audited, draft figures are indicating trading being in line with budget. There have been many 'one off' items in the period, which will not be repeated going forward. David Gladders of the Council's finance team has worked hard with our accountants to provide a year end position and resolve VAT issues.

Governance

7. We now have over 500 Community Members and are building a database of how people want to get involved in Explore. We are much encouraged by the help and support we are receiving from the public – we feel that we are truly working with our communities in a much more meaningful way. The model we chose is working well for us and our aim is for everyone who uses our services to be a Community Member.

Children and Young People's Advisory Group

8. As people under 16 are not able to join as Community Members it is very important to us that we afford them a real stake in Explore. We have established an Advisory Group that is chaired by Daisy Robson, one of our Board members. She has experience in this age group and she is working with our two Children and Young People's Librarians. They are working with three age groups, 0-5 years, 5-11 years and 12+years.

9. They are looking at what children's libraries should look like and how we might change ours to reflect the needs of the children who use them. Our children's Chatterbooks reading groups are linking into this work, as are our teenage reading groups.

Publication Scheme

10. Although not subject to Freedom of Information, we are determined to live up to our value of openness and transparency. We have written a Publication Scheme and posted it on our website, so everyone can see our intent.

Friends Groups

11. We have set up three new Friends groups at Dunnington, Copmanthorpe and Huntington. Local people are signing up to join these groups which are separate to Explore, but committed to support us through volunteering and fund raising. Our aim is to now set them up for all our libraries over the next year. This is yet another way in which local people can support their local library.

Performance 2014/15

12. Performance figures for 2014/15 are hampered by the seven month closure of York Explore. Obviously, York figures show a huge reduction, whereas others show a marked increase due to increased opening hours and displaced users. York reopened in January 2015 and looking at last quarter of 2014/15 we can see a small reduction in visits (1.4%) and book issues (8%). We are looking into the reasons for these. Since York reopened, we have experienced a long spate of anti social behaviour from a group of young people. This has included threatening behaviour, drug taking and violence and led to us having to ban a number of them from the building. However, this did not stop them and we have spent a large amount of staff time dealing with the problems. For a while it seemed that there was nothing we could do, so we have pulled together a group to discuss how we can improve this. The group includes the Police, Youth Offending Team, Lifeline and the York Museums Trust and we are hopeful that the situation will begin to improve. We welcome everyone and banning people is a very last resort position, but we also have to consider the safety of everyone else who uses our services.
13. April saw the beginning of construction on the St Leonard's site next door. Hoarding has gone up in Library Square. We are working with

both Rushbond and Hall's to minimise any disruption to our services over this year.

Performance 2015/16

14. We are focusing on three key indicators, visitor numbers, books issued and volunteer hours. Monitoring of the targets is monthly when each library reports on their outturns. Any under performance is questioned and libraries are encouraged to share successes. The contract with CYC calls for a review of performance in year three – 2016/17 and we are working towards that, confident that we will meet the targets.
15. The decline in book issues is being analysed by a group of staff using data from our Library Management System, Sirsi/Dynix. Two trials have been undertaken at Dunnington and Huntington as the two libraries with the biggest decline in issues. We stripped back all stock to the most popular types at Dunnington and implemented zones at Huntington as non-fiction issues were poor. Both went live in January and we can already see some improvement in the number of books being borrowed. This level of analysis is possible because we have so much data in our systems, but it is time intensive and requires excellent skills and experience in stock maintenance.

Community Hubs

16. Libraries have always been community hubs with a range of activities and services. Acomb Explore is a good example of this. It is always busy and used by all the community. We are developing the work, taking it to another level by including additional services. This will change in each community, depending on local need.
17. Our plans so far are around a Health and Wellbeing Hub. Aims for this would be:
 - To provide access to services in local communities which are accessible, and flexible to people's needs.
 - To offer universal Wellbeing conversations for people in the community
 - To reduce loneliness and isolation through the development of a wider range of activities both in the buildings and in the local community.
 - To ensure that individuals can remain active and retain their independence sometimes with community or volunteer support and live independently for as long as it is safe for them to do so.

- To ensure that vulnerable people and their families have access to the information and advice they need, when they need it.
 - To enable services users to access specialist services more locally
18. Huntington will be our first development of this idea. We are working with My Health GP surgery (next door to the library) to develop a Health and Wellbeing Hub on the site. We will shortly be conducting a joint public consultation in the area to identify local need.
19. Some examples of potential service areas are:
- Health services – GP, physiotherapy, counselling, podiatry etc
 - Health information and advice
 - Employment – job club, benefits advice
 - Citizenship and Democracy – ward meetings, councillor surgeries
 - Community – walking club, craft club, Police surgeries, volunteering
 - Everybody Active – Eng-AGE, HEAL, health walks
 - Healthy Lifestyle
 - Dementia – reminiscence, reading group, advice
 - Mental health – Mindfulness, books on prescription
 - Financial capability
 - Adult learning
 - Families and children – parent and baby club, storytimes
 - Reading
 - Heritage
20. We are beginning to talk to other organisations about their involvement e.g. Sport and Active Leisure, York Learning, CAB. The work undertaken here will act as a template for other areas of York.

Volunteers

21. We now have over 150 volunteers and they make a real difference to the service we offer. Below is a description of how they help Haxby Library to offer more and look beautiful. Bev Leymus, the manager at Haxby, has been working with the local community.

We have a brilliant set of folk help out here. We have, of course, a core of regular volunteers who do the essential work of shelving for us but from a small start made by the

staff in their own time, we've inspired a really lovely couple to come and take over the grounds work. They do far more than the previous contract allowed for and with the help of a few other determined folk have made the library something to be proud of. Not a day goes by without someone making a point of coming to tell us how beautiful the garden looks, and how much more cared for and welcoming the library seems. With donations and some really cheap offers from businesses they've transformed the front of the building.

22. The rear garden has been transformed from a bin storage area into a tiny oasis of calm with the help of people who just pop in with a plant. Occasionally they throw it in the ground for us, do a little weeding or pop in to do a bit of deadheading. It's really blossomed this year, with people bringing in shrubs and bulbs. It is a really special addition to the building. Our newest volunteer is adding a rock garden which will become a focus for storytimes in the garden. We have events planned this year that will incorporate the garden, utilising the extra space, and we also have a calligraphy tutor who is interested in hiring the garden area for her class.
23. All of our volunteers undertake day to day jobs for us, shelving and finding items from stock lists, and have begun to expand their involvement in what happens to the stock once they bring it to us. This has made the work they do more engaging for them and freed the staff team up to help in covering libraries elsewhere, spend more time helping our customers and get involved in planning events, such as the very successful Halloween and Harry Potter events. Both of which our volunteers have been happy to join in with. Their willingness to get involved has allowed us to hold more complex events than we could previously have managed, we had 6 activities available to the 20 children who came along to the Harry Potter evening, an impossibility without their help and the kids loved it. They've also helped events such as the Mint Yard lectures run smoothly and we think now, thanks to their help with our last one, where we had to rearrange the whole seating plans to accommodate the new pillars, we have it under military precision for next time. Our youngest volunteer is 14 and our oldest volunteer is approaching 70.

Asset Development Update

24. There have been some significant building repair issues, notably the roof at Haxby which needed to be reinforced. We are in discussion with Property Services to ensure that any potential move is

considered as the buildings receive the repairs needed. We are always ready to investigate any opportunities to improve or share premises. The key opportunities at the moment are:

- In New Earswick we are continuing our discussions with Joseph Rowntree and the School about a possible move into the Folk Hall
- Now the Community Stadium has achieved planning permission we can really begin to plan what our service there will look like
- We continue to be involved in the project looking at the possibilities for the future of the Burnholme School site.
- We are working with the My Health GP practice to develop the idea of a health and wellbeing hub on the existing site of Huntington Library. Huntington Library is in need of a refresh and we are very excited at the possibility of joining with My Health to provide a new, improved service. The next step will be joint consultation to talk through the proposals with the local community. We are committed to keeping the library in Huntington
- The work on St Leonards has brought us in contact with Rushbond. It is proving a great opportunity to demonstrate how our spaces are great for business people in the city centre.

Partnerships

25. We are building new partnerships as well as developing existing ones:

- We are now a Healthwatch partner
- We work with Joseph Rowntree Housing Trust on combating loneliness and improving digital skills.
- We have been invited to be on the Board of the Joseph Rowntree Housing Trust Digital board
- Our partnership with York Learning continues to thrive. We facilitate a wide range of programmes:
 - Helping people into work
 - Digital skills
 - Programmes for personal development
 - Holding the adult literacy courses at York Explore enables us to work together on the joy of reading.
- We are on the Digital York Board, bringing a focus on digital skills to enable everyone to understand and receive the benefits of being online

- We have joined VisitYork to promote York Explore and the Reading Café at Rowntree Park
- We are talking with Make it York seeing how we can work together in the future
- We are planning to pilot our Explore Neighbourhood concept at Lidgett Grove. The community there are developing a hub for local people around the Methodist Church. This is as result of the recent Joseph Rowntree Loneliness project
- We are joining the York Business Improvement District (BID). We want to work with other businesses to improve the city centre, develop the evening economy and help to prevent anti social behaviour

Toy Library launch

26. This much loved service will soon be available once again. We have catalogued all the toys from the Toy Library and are now able to “issue” them just like a book. They are available to pick up at the library of your choice. There is a small charge for loan to cover some of the replacement costs. You can browse the library catalogue online and request your toy of choice.
27. This has demonstrated how our library management system can be used to lend any item. We are very good at cataloguing things and lending them out. It’s not just books anymore! Our next venture is to loan music scores for York Music Hub. The scores will be based at Huntington Library, making them accessible in a way they never have been (they were at YorkCraft before). We can manage the collection, lend it and keep track of any overdues.
28. The possibilities our system offers are limitless. Other libraries are lending garden tools and that is a real possibility for us as well.

Health and Social Care

29. Libraries support good physical and mental health in many ways. We work to the national offer agreed by the Society of Chief Librarians.
30. One area of work that I would like to highlight is the national Books on Prescription scheme.
31. We are working with GPs, York Mind and other healthcare practitioners. The scheme supports people with book based therapy for common mental health conditions and has played an important role in helping to meet the huge need for mental health support. In a

very successful first year, Reading Well Books on Prescription has been endorsed by the public as well as by GPs, mental health professionals and government ministers as a helpful community-based mental health service. People are “prescribed” a book or they can browse the collection at libraries and borrow.

32. Reading Well Books on Prescription for common mental health conditions works within National Institute for Health and Care Excellence (NICE) guidelines and is supported by the Royal College of General Practitioners, Royal College of Nursing, Royal College of Psychiatrists, The British Psychological Society, NHS England's Improving Access to Psychological Therapies Programme (IAPT), British Association for Behavioural and Cognitive Psychotherapies, British Association for Counselling and Psychotherapy, the National Association of Primary Care and Mind.
33. There is now an additional offer that focuses on dementia and builds on existing library health assets, including:
 - Trusted and non-stigmatised community space
 - Digital access
 - Community access and outreach
 - Expert and knowledgeable staff
 - Accessible resources.
34. As well as programmes and services providing:
 - Information and signposting
 - National reading programmes providing support, learning and information, and creative engagement including clinically endorsed Books on Prescription (common mental health conditions and dementia lists) and Mood-boosting Books
 - Social, recreational and support activities that connect people, keep them active and engaged and provide targeted support.
35. Reading Well Books on Prescription for Dementia is available at York Explore (see Annex 3) to support the development of dementia-friendly communities and build understanding and awareness of the condition. Research shows that dementia presents a key national health challenge with a profound social, personal and economic impact on the estimated 850,000 people in the UK living with the condition, as well as their carers and families. The new scheme will also help the many people living without a formal diagnosis who may be worrying about symptoms and wanting to find out more.

36. Health professionals are able to recommend helpful reading to support people with dementia and their carers. People can also self-refer using the booklist to borrow titles for free from their local library.
37. The titles on the booklist are divided into four categories: information and advice; living well with dementia; support for relatives and carers; and personal stories. See Annex three for the full list.
38. Staff at York Explore with the Alzheimer's Society have established a dementia reading group that meets monthly. It is very successful and we plan to set up more at other libraries this year.
39. We have visited Sandal Library in Wakefield which has been developed to be dementia friendly. The simplicity of design and colour works well and we will be adopting that approach in York to make all our buildings welcoming for people with dementia.

Children and Young People Activities

40. The popular Bloodaxe Reading Challenge ran again this year with over 400 children taking part.
41. The Summer Reading Challenge, The Mythical Maze, was very popular with 2,900 children taking part.
42. We have a number of reading groups for children and for teenagers. One example of this is the York Explore Teenage reading group. This meets fortnightly at 4pm - Approximately 10 attendees aged 13 – 14. Feedback so far is that they really enjoy it, there aren't many events for teenagers so it's great to have something they can go to. They got involved in World Book Day by writing reviews and sticking on the Reading Tree. It's encouraged their reading (borrowing more books). From a social aspect, they're from different schools and it's given them the opportunity to make new friends outside of school and with similar interests. They were also enthusiastic about getting involved in making the teenager/KS2 section more appealing to children of a similar age. Staff support by getting the discussion started, recommending books and being there to answer questions.

The York: Gateway to History project

43. Explore remains committed to the delivery of the £1.8m York: Gateway to History project, funded with a £1,574,200 grant from the Heritage Lottery Fund and £195,000 support from City of York Council. This project has brought together York's internationally

important City Archives and Local History Library for the first time in a state-of-the-art facility at York Explore in the heart of the city.

44. The construction phase of the project is now complete and the new Archives and Local History service opened to the public on the 5th January 2015. A launch event on Thursday 8th January was attended by over 70 supporters and invited guests, including Fiona Spiers, Head of the Heritage Lottery Fund in Yorkshire and the Humber.
45. The conservation Archive store at York Explore now houses 2/3 of the city's archives in secure climate-controlled conditions, meeting the latest European standards for preservation. The first floor of York Explore offers a suite of public spaces for hands-on access to archives and local history, and for quiet study.
46. The Archives Reading Room, Local History Library and Family History room have received 27,755 visits in our first three months of opening. This sets us on course to smash our original target of 50,000 visitors in our first year.

Community Collections and Outreach

47. The activity phase of the Gateway project is ongoing until December 2015 and supports 3 temporary staff: 1fte Community Collections and Outreach Archivist (CCOA), 1fte Community Collections Assistant (CCA) and 0.6fte Education and Public Programmes Officer (EPPO).
48. Over the past 6 months Sarah Tester, CCOA and Francesca Taylor, CCA, have processed 35 community archive collections. They have been sorted, labelled and made available to the public via our online catalogue (www.exploreyork.org.uk) for the first time. This includes the internationally significant archives of York astronomers John Goodricke (1764-1786) and Nathaniel Pigott (1725-1804), as well as the letters of the artist William Etty (1787-1849). Other newly available archives include the papers of the York Lambretta Club, York Rugby League Club, the York Boy Scouts Association and the York Female Friendly Society.
49. They have created and delivered the Gateway to Your History archive workshop to local community and history groups, to support them in creating, collecting and caring for their own archives. The three workshops delivered up to the end of March 2015 have been attended by 34 representatives from diverse York groups including York Irish Association, the Friends of West Bank Park and Poppleton

History Society. A further 4 workshops are scheduled between April and October 2015.

50. Sarah and Francesca have also taken the archives out to communities through the Archives Roadshow in our network of libraries. The Roadshow has been to six libraries so far – Acomb, Tang Hall, Clifton, Haxby, Huntington and Dringhouses – and will visit New Earswick and Fulford in April. It asks local people to share their thoughts on ‘What York Should Remember’ and to explore some of the community archives collections. At the end of the project people’s views will be used to create a digital display at York Explore as a legacy of York: Gateway to History.

Education and Family Learning

51. In January and February Allison Freeman our Education and Public Programmes Officer met with:
 - 38 EYFS (Early Years Foundation Stage) practitioners from 29 EYFS providers
 - 45 primary teachers from 38 primary schools
 - 16 secondary/KS5 teachers from 11 secondary schools and/or KS5 providers
52. 91 students from Burton Stone Lane Primary School, York College and the Independent Schools Partnership have attended an archives education workshop so far in March.

Family Learning

53. Since January we have consulted with 137 families to help develop our pilot programme of family learning activities to launch in Local History Month in May. These activities will run through to end November 2015.

Supporting Family Learning

54. Our Reading and Learning Advisors at York Explore have worked with Haxby Road school’s family support and inclusion officer over several weeks to build a relationship with parents with very low literacy levels who have never visited library or archives before. We have signed up 30 pre-school children and parents who weren’t formerly library members, and we are now at the point of arranging for them to visit York Explore. Parents will make memory boxes with their pre-school/young primary school children.

Adult Learning

55. In partnership with York Learning we have supported tutors to integrate Archives and Local History resources into their literacy and numeracy courses. We have also offered work placements to three residents from Askham Grange, and a 10 week placement to a Public History Masters student from the Department of History at the University of York.
56. In addition our Archives Public Service Manager Laura Yeoman organised an open weekend for York Resident's Festival, giving tours of the new archive store and facilities to 79 visitors. She has also hosted 12 tours providing 179 people with an introduction to Archives and Local History.

Supporting City of York Council

57. Explore has continued to service the information needs of City of York Council, and to support democratic accountability through Freedom of Information. Since October 2015 our Archivist for Civic and Public Records Justine Winstanley-Brown has responded to 18 enquiries from Council officers from Legal, Property, Planning and Democratic Services. She has also supported officers to respond to a Freedom of Information request, and provided advice to the Coroner's Office on two occasions. She provided a bespoke tour of the Archives for 14 members of staff from the Registry Office, to help them to understand how archives could support them in answering enquiries from the public.

Working with others

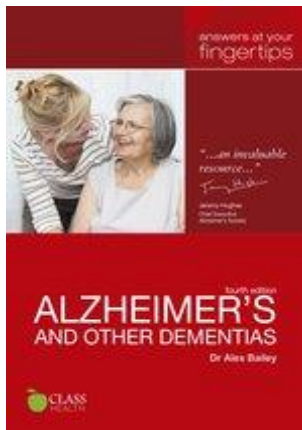
58. Four key documents from the late 15th century, including the York Freeman's Register (1272-1688), are currently on loan to the York Museums Trust for their exhibition Richard III: Man and Myth. Our City Archivist Victoria Hoyle contributed towards the research of the exhibition, and participated in the events to commemorate Richard's re-interment on 26th March.
59. Also March 2015 Victoria was successful in a bid to the Wellcome Trust for a scoping award to support the development of a project focused on the York Workhouse and Poor Law Union records (1835-1963). The award of £11,000 will be spent in developing a bid for the October round of applications, with the proposed two-year project to start in April 2016.

Abbreviations

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| BID | Business Improvement District |
| CCA | Community Collections Assistant |
| CCOA | Community Collections and Outreach Archivist |
| EPPO | Education and Public Programmes Officer |
| EYFS | Early Years Foundation Stage |
| HLF | Heritage Lottery Fund |
| IAPT | Improving Access to Psychological Therapies |
| NICE | National Institute for Health and Care Excellence |
| RSA | Royal Society for the encouragement of Arts, Manufactures and Commerce |

Reading Well Books on Prescription for Dementia

Information and advice



Introduction to the Psychology of Ageing for Non-specialists by Ian Stuart Hamilton (Jessica Kingsley)

Coping with Memory Problems by Sallie Baxendale (Sheldon Press)

Alzheimers: Answers at your Fingertips by Alex Bailey (Class Health)

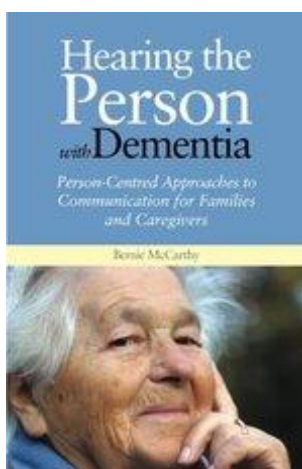
Understanding Alzheimer's Disease & Other Dementias by Nori Graham and James Warner (Family Doctor)

ABC of Dementia edited by Bernard Coope and Felicity Richards (John Wiley)

About Dementia: For People with Learning Disabilities by Karen Dodd, Vicky Turk and Michelle Christmas (BILD Publications)

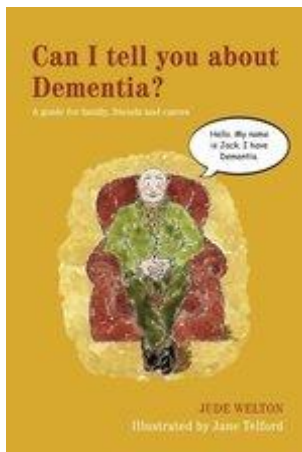
Grandma by Jessica Shepherd (Child's Play International)

Living well with dementia



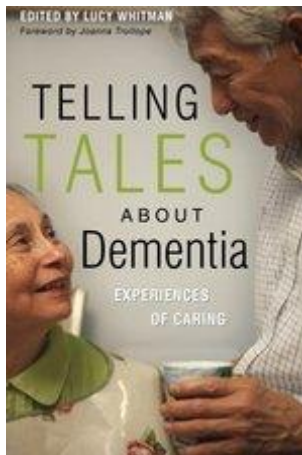
First Steps to Living with Dementia by Simon Atkins (Lion Books)
Dementia Positive by John Killick (Luath Press)
Hearing the Person with Dementia: Person-centred Approaches to Communication for Families and Caregivers by Bernie McCarthy (Jessica Kingsley)
Chocolate Rain: 100 Ideas for a Creative Approach to Activities in Dementia Care by Sarah Zoutewelle-Morris (Hawker)
Pictures to Share (various titles) by Helen Bate (Pictures to Share)

Support for relatives and carers



When Someone You Love Has Dementia by Susan Elliot-Wright (Sheldon Press)
And Still the Music Plays: Stories of People with Dementia by Graham Stokes (Hawker)
Can I Tell You about Dementia? A Guide for Family, Friends and Carers with Jude Welton (Jessica Kingsley)
Dementia: Support for Family and Friends by Dave Pulsford and Rachel Thompson (Jessica Kingsley)
10 Helpful Hints for Carers: Practical Solutions for Carers Living with People with Dementia by June Andrews (University of Stirling Dementia Services Development Centre)
Seeing Beyond Dementia: A Handbook for Carers with English as a Second Language by Rita Salomon (Radcliffe Publishing)

Personal stories



Dancing with Dementia: My Story of Living Positively with Dementia by Christine Bryden (Jessica Kingsley)

Dear Dementia: The Laughter and the Tears by Ian Donaghy (Hawker)

Still Alice by Lisa Genova (Simon & Schuster)

Losing Clive to Younger Onset Dementia: One Family's Story by Helen Beaumont (Jessica Kingsley)

Telling Tales about Dementia: Experiences of Caring by Lucy Whitman (Jessica Kingsley)

The Little Girl in the Radiator: Mum, Alzheimer's and Me by Martin Slevin (Monday Books)

But Then Something Happened: A Story of Everyday Dementia by Chris Carling (Golden Books)

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Explore Digital Inclusion

April 2014 –May 2015



Projects Undertaken

Explore Computers

Free one-to-one computer support for those who are new to computing or returning to the digital world after a hiatus. Run at all Explore centres on a weekly basis. Volunteer supported.

Explore the Internet

Free five-week course for groups of up to eight learners who are new to the internet or returning to it after a hiatus. Session utilise tools provided by UK Online. Run at all Explore centres on a weekly basis. Volunteer supported.

Explore Tablets & E-Readers

Free drop-in taster sessions for people who are considering purchasing a tablet or e-reader. Attendees given the chance to experience a wide range of technology including iPads, Galaxies, Kindles, Kobos, Thinkpads and more. Volunteer supported.

Explore Tablets Plus

Hour-long one-to-one support for people who have purchased a tablet and would like more help. Sessions have been raised from £10 to £15 after high demand between Dec 14 and Apr 15. All brands of tablet supported.

Explore Digital Days

Monthly universal digital support at our gateway libraries. Communities invited to come along and learn about such digital services as Ancestry.com, NHS Choices, Explore E-library and website, CYC services, Windows 8, tablets and e-readers, Universal Jobsearch and much more. Volunteer supported.

Universal Credit Support

Weekly one-to-one support for new UC claimants. Set up as part of citywide UC rollout and support network.

CYC Online Services Support

Working towards establishing a support network between CYC and Explore to ensure all local people can gain access to help with CYC's online services. Explore to play major role in providing bookable and drop-in support with all aspects of CYC remote services.

Tang Hall/Osbaldwick/Derwenthorpe Digital Interventions

Working with Joseph Rowntree Foundation to provide a series of digital intervention sessions at public places in Tang Hall, Osbaldwick and Derwenthorpe. People from those communities invited to take advantage of free support to get themselves connected and discover online services. Part of the "Big Local" initiative.

York 50+ Festival

Worked with York Older People's Assembly to provide digital support to people over the age of 50. Including support with Twitter, Skype, NHS Choices and more.

New Earswick Digital Clinics – Isolation

Working with JRF and York Carers Centre to provide sessions to tackle isolation in our communities. The sessions at the NE Folk Hall have provided social interaction for the elderly and unwell. Explore have provided all the digital support as part of this, demonstrating laptops, tablets and e-readers and various online services.

Explore Digital Care

UK Online funded project. Worked with York Carers Forum and York Carers Centre to provide series of free six-week digital courses for local carers. Sessions held at times and locations, and using range of technologies, which were most suitable for carers.

Job Hunting Online

UK Online funded project. Worked with York Learning to provide free support to job seekers and other digitally excluded people to help them discover vital online services over six months.

NHS Online Support

UK Online funded project. Worked with York Learning to provide free support with NHS services online.

Citywide Digital Inclusion

Continuing to work with CYC and partners to create a network of digital inclusion support services across the city.

Minecraft Sessions

Hosting regular “Mastercrafter” sessions, particularly within school holidays, to support digital creativity amongst local children. This will be a main strand of our continued work with younger people, especially when it comes to our “hackspace” sessions.

Generational Digital Support

CYC funded project. Working with Manor School and CYC Sheltered Housing to provide generational support between school students and elderly people in Acomb. New Hudl 2 tablets and a mobile wifi kit have been purchased for use at these events.

Foster Carer Support

Working with CYC to provide support for foster carers in our communities. Explore centres will host support sessions utilising UK Online tools.

CYC Sheltered Housing Digital Support

Working with CYC to provide ongoing support for local sheltered housing staff and residents. We plan to provide drop-in support at our centres as well as outreach events at the housing schemes themselves.

Get Online Week

Provided a week of events in October, using UK Online tools, to provide support with such digital aspects as Skype, online banking, Ancestry.com, Explore E-library and more. Volunteer supported.

Be Online Fortnight

Provided a fortnight of events in Feb/March, using UK Online tools, to provide support with such digital aspects as job hunting online, Twitter, Fantastic Fiction, Instagram and more. Volunteer supported.

Spring Online

Working with Digital Unite to provide a week of digital events for the over 50s in York including support with Cloud Storage, Streaming Media and Snapchat.

Safer Internet Day

Provided free support sessions with online security and safety as part of this nationwide initiative.

Adult Learners Week

Providing a series of free digital beginners session in June to help members of our communities discover the benefits of cloud computing, social networking, online banking and shopping online.

Gateway to Archives Social Media Support

Continuing to run sessions with the Archives team to provide support to local groups looking to further their social media and online interaction skills.

Health Hubs

Working towards providing definitive support with digital health resources such as Dementia apps, stress & anxiety resources and mindfulness and general wellbeing tools.

Hackspace

Working with our Arts & Culture Officer to provide pop-up Hackspace across the service which will enable customers to socialise and collaborate through various digital and electronic hack media.

iMac Support

Preparing to support beginners with one-to-one sessions in using iMac.

Our Digital Partners

UK Online/Tinder Foundation

Digital Unite

City of York Council Benefits

City of York Council Housing

City of York Council ICT

York Job Centre

Joseph Rowntree Foundation

York Learning

York Carers Centre

York Carers Forum

York Older People's Assembly

Manor CE School

Quarterly Digital Figures

The following tables show total number of people supported across our service points and at outreach events since April 2014:

| Jan – Mar 2015 | |
|---|--------------|
| Get Started with Computers & the Internet | 77 |
| Get Started with Tablets & E-Readers | 304 |
| Events and Informal Help | 1,680 |
| Total Helped to Get Online | 2,061 |

| Oct –Dec 2014 | |
|---|--------------|
| Get Started with Computers & the Internet | 162 |
| Get Started with Tablets & E-Readers | 358 |
| Events and Informal Help | 1,002 |
| Total Helped to Get Online | 1,522 |

| July – September 2014 | |
|---|--------------|
| Get Started with Computers & the Internet | 151 |
| Get Started with Tablets & E-Readers | 227 |
| Events and Informal Help | 1,165 |
| Total Helped to Get Online | 1,543 |

| | |
|---|--------------|
| April – June 2014 | |
| Get Started with Computers & the Internet | 55 |
| Get Started with Tablets & E-Readers | 135 |
| Events and Informal Help | 1339 |
| Total Helped to Get Online | 1,529 |



**Learning and Culture Policy and Scrutiny
Committee**

22 June 2015

Report of the Assistant Director Governance & ITT

Tour de France Scrutiny Review – Feasibility Report**Summary**

1. This report considers the feasibility of conducting a review of the scrutiny topic submitted by Cllr Cuthbertson in November 2014, which proposes a review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour de France.

Background to Tour de France

2. Just before Christmas 2012 it was announced that Yorkshire had been successful in securing the Grand Départ of the Tour in Leeds, and in mid January 2013 it was announced that York had secured the second stage start.
3. In February 2013 Cabinet agreed the Council's commitment to staging the Grand Départ and that the £500k hosting fee would be met from the Economic Infrastructure Fund. They also agreed an approach for the regional and local legacy and cultural work, and gave delegated authority to the Chief Executive, in consultation with the Leader of the Council, to enter into an agreement with Welcome to Yorkshire and Leeds City Council to host the Grand Départ.
4. This led to a local delivery structure being established across the Council and its Partners, shaped around five themes including the Event, the Local Legacy, Cultural Opportunity, Communications and Commercial Opportunity.
5. A programme management process and system was also put in place to ensure that all identified and emerging threats were recorded and planned for as part of the overall planning framework. opportunities were also managed utilising the same process. This enabled CYC to produce an event plan for the Tour de France that maximised the council's ability to deliver the strategic objectives at both a local and regional level.

6. In October 2013 Cabinet agreed the following strategic objectives for the York element of the Tour de France (TDF)
- To deliver a safe and enjoyable event in York, which enhances the reputation of our City
 - To maximise the economic benefit and opportunity in the short, medium and long term
 - To secure a long lasting legacy across our communities, culture, cycling infrastructure and health
7. The York programme was project managed by a small team of dedicated officers with additional support from service delivery managers across the organisation. The role of Planning Coordinator was taken by the Head of Culture, Tourism and City Centre, with back fill arrangements made to ensure business continuity in the Festival and Events area.
8. At the same time, Cabinet also agreed the following budget allocations:
- a. £200k from capital contingency
 - b. £200k from Delivery and Innovation Fund
 - c. £473k from General Contingency
9. At that time the projected cost for staging the event and legacy events was £1,664k. This is shown in the table below by event costs, legacy costs and regional contributions:

| | 2013/14 £'000 | 2014/15 £'000 | Total £'000 |
|---|------------------|------------------|----------------|
| <u>Event Costs</u> | | | |
| Event Costs for 6 th July 2014 | | 564 | 564 |
| Highways | | 200 | 200 |
| Project Management | 73 | 148 | 221 |
| Marketing and Communications | 25 | 75 | 100 |
| Total Cost of Event | 98 | 987 | 1,085 |
| <u>Legacy Costs</u> | | | |
| Local Legacy Events | 20 | 45 | 65 |
| Regional Legacy | 20 | 14 | 34 |
| Total Legacy Costs | 40 | 59 | 99 |
| <u>Regional Contributions</u> | | | |
| Regional Fee | 430 | | 430 |

| | | | |
|--------------------------------------|------------|--------------|--------------|
| Contribution to Welcome to Yorkshire | 50 | | 50 |
| Total Regional Contributions | 480 | 0 | 480 |
| Total Costs | 618 | 1,046 | 1,664 |
| Budget Approved | -500 | | -500 |
| Government Contribution | | -291 | -291 |
| Net Budget Requirement | 118 | 755 | 873 |

10. Members approved use of the Economic Infrastructure Fund to fund the regional contributions (£500k) and the government provided a contribution to the event of £291k. This left a net budget requirement of £873k. This level was over and above resources funded from core budgets to deliver the event. In October 2013, the timing of the costs and expenditure between the years was indicative and the exact profile between years of allocations was later confirmed as part of the budget process in February 2014.
11. It was proposed to fund the Highways costs by use of Capital contingency (£200k). The balance of the outstanding budget requirement (£673k) was to be met from a contribution from the Delivery and Innovation Fund (£200k) and an allocation from the Council contingency (£473k).
12. In October 2013 at the time Cabinet agreed the budget allocations:
- The Capital Contingency stood at £676k – an allocation of £200k towards the highways works left a balance of £476k
 - The balance on the Delivery and Innovation Fund stood at £550k therefore a contribution of £200k left a balance of £350k
 - There was a general revenue contingency of £450k and the two year budget agreed in February 2013 set out plans to both maintain and increase it. Those resources were sufficient to fund the remaining £473k and it was proposed that the final split of funding from different financial years would be agreed at the time of the budget setting in February 2014.
 - It was anticipated that additional revenues from parking and licensing would accrue to the council. However, no levels were assumed and it was agreed such income would be returned to fund council services.

13. In considering the strategic objectives and the budget allocations, Cabinet also received information on the potential benefits for the city:
14. Economic Benefit: Based on figures from the 2007 Grand Depart London, the economic benefits estimate to the region were 87 million in commercial and multiplier effects and 30 million in press and promotional opportunity. Work ongoing at the time aimed to maximise the opportunity for the region but specifically in the planning for York. As part of the strand, officers worked closely with the York Business and Tourism sector. A breakdown of the potential economic benefits reported to Cabinet in October 2013 is shown at Annex B.
15. Commercial Opportunity: Outside of the regional economic benefit already identified as part of the bid for hosting the Grand Depart, various strands of commercial activity were identified that might directly benefit the council and businesses in the city. In order to have the capacity to secure that benefit, officers worked with Partners on a secondment opportunity for a Commercial Innovator. The Commercial Innovator was responsible for ensuring that the council maximised the economic benefits offered by the Tour de France.
16. In order to retain the numbers of visitors (180,000) in the city and maximise the economic benefit, Spectator Hubs were organised in the city. It was reported that there were possibilities of income associated with the Spectator hubs and the events team were working with the economic development unit to further explore these possibilities.
17. Legacy: As a well established Cycling City, York was already well ahead in terms of recognising the benefits that cycling could bring to its communities, culture, infrastructure and health. It was recognised that the TdF would help secure strategic infrastructure across the region which York could not realise on its own.
18. York led for the region on the legacy programme and appointed a Regional Director. Locally in York, the ambition was to improve York's position in the UK league table as a Cycling City, building on the city's strong local framework through the work of the Sports and Active Leisure team and the I-travel programme.
19. Through hosting the Grand Depart further partnership opportunities arose with British Cycling and Skyrides. This resulted in the National Circuit championships being hosted in the city in July 2013. During the summer of 2013 there was a full programme of lead rides and club

support activity and a 3 year programme of activities with the city's partners in Active York was developed.

20. The York Sky Ride and Cycling Festival took place in September 2013. Approximately 5,500 people took part in the Sky Ride, with volunteers assisting on the day and engagement from local businesses. This event gave an opportunity for teams to work together and although on a completely different scale, tested some of the linkages necessary to deliver a successful TdF event in July 2014.
21. In March 2014, Cabinet received a further report on the York element of TDF that gave a progress update on the objectives and outlined the breadth of activity which would take place in the 100 day run up to the start of the second stage of the Grand Depart.
22. For the first time, in its 101st running, the race was accompanied by a cultural festival that celebrated the best of Yorkshire arts and culture, including sporting achievement. This commenced on 27 March 2014.
23. The Cabinet Member for Leisure, Culture and Tourism as lead for the TDF event, approved the following principles for the York Cultural programme:
 - To give the local community and cultural sector the chance to showcase York's diverse and vibrant cultural offer within a wider regional programme
 - To seek to work with partners and organisations making the York programme as inclusive as possible for the communities who live and work within the of boundaries of the City of York
 - To identify innovative and creative ways to bring together all of our communities
 - To build on our longer term goal leaving a lasting legacy for our cultural and creative communities, as well as participants and audiences
 - To promote this once in a life time opportunity for individuals and communities to participate in this unique festival and to help transform York into a city that truly knows how to celebrate.
24. To support the festival, Officers secured three regional commissions for York: Bike Stories, Tour de Brass and Monday's Child. The main arts commission for Cambridge was secured by York based Pilot Theatre.
25. Officers also worked with partners to produce a core York programme, which included four specific community engagement projects: Planting

the City Yellow, Dressed to Impress, The Road to York and the Festival Song. The programme listing presented to Cabinet in March 2014 is attached at Annex C, however additional events and activities continued to be added after that date.

26. In order to promote the culture of York and engage the community, the Cabinet set the following outputs for the cultural programme:
- CYC financial investment to be matched by partners on a minimum 1:1 basis
 - Over 50 events to be delivered by partners and officers within the Festival period
 - Community involvement in the community projects from at least 80% of wards in the city
 - Good and positive coverage of the cultural programme in a range of local and regional media.
27. The economic benefit to Yorkshire was estimated in the region of £100m by Welcome to Yorkshire, and Cabinet agreed the following outcomes should be sought from the city's commercial opportunities:
- Residents, visitors, campers, and participants to enjoy a fun, positive and safe event
 - Some of the costs of hosting the event to the York taxpayer to be mitigated through commercial activities
 - Local businesses to enjoy tangible economic benefits from the event through extending the visitor length of stay before, during and after the Race.
 - York's tourism, culture and retail sectors to benefit from positive global television and media exposure
 - The City of York to benefit from trialling the commercial model to operate viable and cost neutral events and festivals in the future.

Scrutiny Review Proposals

28. In November 2014, the Committee considered a scrutiny topic submitted by Cllr Cuthbertson - see topic registration form at Annex A. The Committee received detailed background information on the Tour de France and was informed by the Director of Communities & Neighbourhoods that work was already underway to assess the overall Tour de France project including outputs, budgets, reviews etc, with the

intention of providing a report to Cabinet in January 2015. It was noted that the Cabinet report may answer many if not all of the questions raised in Councillor Cuthbertson's scrutiny topic submission, so it was agreed the Committee would receive that report once it was made publicly available.

29. Recognising the delay in receiving that information, the Committee agreed to undertake a proposed review on 'Narrowing the Gap' first, before commencing the Tour de France review. However, to ensure a prompt start to the Tour de France review the Committee formed a task group to carry out the review on their behalf. They also considered what would be a suitable aim for the review and agreed the following:

'To consider the appropriate planning, promotion, and delivery of future major events to ensure all associated risks are managed effectively, including Health & Safety and reputational risk. The review will examine the Grand Depart, and the provision of the entertainment Hubs and camping sites.'

30. In late January 2015 the Scrutiny Committee received a copy of the Cabinet report (see Annex D) which provided:

- Further information on the planning, promotion and delivery of the Council's programme of activities;
- Details on the outcomes achieved against the objectives set by Cabinet in 2013;
- An update on the management of the event;
- Lessons learned for the future

31. In light of the information contained within the Cabinet report, and the committee's ongoing review workload as of January 2015, Members were asked to consider whether the agreed aim (shown at paragraph 29 above) was still appropriate and whether it would be possible to carry out the TdF Review and have it completed by the start of the purdah period (30 March 2015).

32. Some Members agreed that the Cabinet report did not address the issues identified in the committee's proposed review remit and that the review should still be undertaken in order to address those issues. However they agreed that the high workload associated with their three ongoing reviews and the limited time remaining before the end of the municipal year, would make it difficult for them to complete the review in the time available. Some Members expressed concern about passing

an ongoing review onto a new set of members, following the election. Other expressed concern that the review may not be undertaken at all if it was not started straight away.

32. Following discussion and consideration of the above factors, it was agreed that the Tour de France review should be deferred until the new municipal year but that the new Committee should prioritise the review in the new municipal year.
33. However, following changes to the committee make up, it is for the new Committee members to now decide if they wish to proceed with the scrutiny review of the Tour de France, the scope of the review and the timeframe for . In considering the scope, the Committee may wish to consider the information contained within the update report shown at Annex D to decide whether or not the objectives, principles, outputs and outcomes agreed by Cabinet, as detailed above, were achieved.

Consultation

32. Cllr Cuthbertson has been invited to attend this meeting to discuss his topic submission.
33. Information contained in this report has been provided by the Director of Communities & Neighbourhoods, who will be at the meeting to answer any questions Members may have.

Council Plan

34. A review of this topic would support the 'Creating Jobs & Growing the Economy' and 'Get York moving' priorities of the Council Plan 2011-2015.

Implications & Risk Management

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

Recommendations

36. Members are recommended to:
 - a) Consider the information contained in this report and its annexes;

- b) Agree whether or not to proceed with the review, taking into account the information provided in paragraphs 2-33 above.

37. If a decision is taken to proceed with the review, Members are recommended to:

- i. Agree the review remit with a number of clear objectives.
- ii. Agree a start date and a timeframe for completion of the review
- iii. Set up a Task Group to carry out the review on behalf of the full Committee.

Reason: To ensure compliance with scrutiny procedures and protocols.

Contact Details

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Scrutiny Services

Chief Officer Responsible for Report:

Dawn Steel
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Tel No. 01904 552054

Report Approved

Date 05.06.2015

Specialist Implications Officer(s) None

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Topic Submission Form

Annex B – Breakdown of Potential Economic Benefits Reported to Cabinet in October 2013

Annex C – Cultural Programme as of March 2014

Annex D – Cabinet Report dated January 2015

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SCRUTINY TOPIC ASSESSMENT FORM FOR COUNCILLORS 'ONE PAGE STRATEGY'

What is the broad topic area?

The planning, promotion and delivery, including significant over- and under-spends against the original budget, of the Council's programme of activities which accompanied the Tour De France.

What is the specific topic area?

Cabinet set a budget for the Tour de France of £1,664k to cover the cost of the event. The final draft outturn shows that the cost of the event totalled £1,827k.

The main cause of this was a £252k loss on 'Events and Festivals', including the 'Grand Depart' music concert at Huntington Stadium (£187k), but there were other significant over- and under-spends against the planned budget. This review is needed to investigate the planning, promotion and delivery of the programme, so as to explain how and why the losses and other variances against budget occurred.

Ambitions for the review:

To help ensure that lessons are learnt so that any future events of this nature are properly planned and managed within budget.

(For completion by the relevant Overview & Scrutiny Committee)

Who and how shall we consult?

i.e. who do we need to consult and why? is there already any feedback from customers and/or other consultation groups that we need to take account of?

Do we need any experts/specialists?(internal/external)

i.e. is the review dependent on specific teams, departments or external bodies? What impact will the review have on the work of any of these?

What other help do we need? e.g. training/development/resources

i.e. does this review relate to any other ongoing projects or depend on them for anything? what information do we need and who will provide it? what do we need to undertake this review e.g. specific resources, events, meetings etc?

How long should it take?

i.e. does the timings of completion of the review need to coincide with any other ongoing or planned work

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Potential Economic Benefits
Tour de France, York - 6 July 2014

Economic Benefits

- The event offers significant potential economic benefit through the direct and indirect impacts of
 - (a) the additional footfall generated by the event through the city directly before, during and after the period of the Tour and
 - (b) the profile the event will provide more widely through the coverage of the event before, during and after the tour via media coverage
 - (c) through the establishment of a cycling tourism legacy associated with having hosted the event,
 - (d) establishment of additional large scale cycling or sporting events in the city calendar. These impacts will generate positive implications for the city's businesses, residents and the Council itself.
- It is estimated that there will be an additional 180,000 visitors to the city for the event itself, although the Council and partners will be promoting the potential for the city to offer a base to visitors for the full Grand Depart period of the race and encouraging visitors to arrive early and stay beyond the York stage to maximise the impact of the additional visitors.
- There is significant potential for the businesses of the city to turn this additional footfall to potential customers. The Council will be working to
 - (a) promote the ability of businesses to gain additional exposure through official sponsorship opportunities,
 - (b) identify locally organised opportunities to promote local business to the audience and additional visitors,
 - (c) promote the city for visitors and business audiences through the coverage of the event in the media to the extent possible and
 - (d) maximise its own opportunities for income generation.

The sum total of these impacts could lead to increased revenue for business on the days immediately before during and after the event, but through return visits from visitors to the event and new visits from those watching the event remotely through media coverage, there is a further potential for a step

change in the number of annual visitor numbers. Such a step change would enable increases in overall business base, leading to increased business rates, and by extension, an increase in the number of jobs available in the city – thereby creating potential indirect effects for the Council as well through business rates and Council tax. .

For residents, the economic benefit derives from the potential step change in economic performance outlined above, and the increased economic opportunities available locally for local business and employment.

Finally, depending on the extent to which the Council is willing to explore innovative options the direct impacts on the Council's budgets will be felt through the potential for the Council to generate income.

| YORK FESTIVAL PROGRAMME 2014 | | | |
|-------------------------------------|---|---------------------------|--------------------------|
| DATES | FESTIVAL OR EVENT | COMMUNITY ACTIVITY | LEAD ORGANISATION |
| | | | |
| | Start of Yorkshire Cultural Festival | | |
| MARCH | | | |
| 1 March - July | York Maze Land Art | | York Maze |
| 26 - 28 March | York Literature Festival | | York Literature Festival |
| 28 March | Grand Depart Exhibition | | York Open Studios |
| APRIL | | | |
| April onwards | | Trash Bang! | Billy Hickling |
| 1 April | Spoken Word Open Mic | | Stairwell Books |
| 2-6 April | Continental Market | | CYC |
| 6 April onwards | | Riding Bikes Workshops | Riding Lights Theatre |
| 5 - 6 & 12 - 13 April | York Open Studios 2014 | | York Open Studios |
| 7 - 11 April | | Song Cycle | Song Box |
| 9 - 13 April | Made in Yorkshire Market | | Made in Yorkshire |
| 18 - 21 April | Chocolate Festival | | Sophie Jewett |
| 25 April | Choir and Mor Cansing & Munster | | CYC CanSign |
| 26 - 27 April | International Festival of Faith & Culture | | York St John University |
| MAY | | | |
| 1 - 5 May | Spring Fayre | | CYC |
| 3 May | Springboard Festival | | YorCreative |
| 4 May | YO1 Festival | | YO1 |
| 10 May | York Fair Trade Festival | | York Fair Trade Forum |
| 10 May | York Festival of New Music | | York Spring Festival |

| | | | |
|----------------------|---|------------|------------------------|
| 12th May to 30th May | Love Arts York | | Love Arts York |
| 16 May - 30 August | | TdF Quilt | Quilt Museum |
| 17 May | Art Campaign and Market | | Graham Martin |
| 24 - 25 May | Just 30 Fair | | CYC |
| 26 - 30 May | | Song Cycle | Song Box |
| 29 May - 1 June | Made in Yorkshire Market | | CYC |
| JUNE | | | |
| 4 June | Gamelan Sekar Petak & Yorkshire Silat | | Gamelan Sekar |
| 4 - 15 June | Take Over Festival | | York Theatre |
| 7 - 8 June | Buskival | | CYC |
| 7 - 8 June | York Eats | | YO1 |
| 14 June | York Carnival | | University of York |
| 12 - 22 June | Festival of Ideas | | University of York |
| 14 - 15 June | Curiouser | | York Curiouser |
| 20 June | Breaking Away/American Flyers | | Southbank Cinema |
| 20 - 21 June | Bike Story (Regional Project) | | 509 Arts Ltd |
| 21 June | York Pride | | LGBT Forum |
| 20 - 28 June | York Food & Drink Festival | | York Food Festival Ltd |
| 21 - 22 June | Tour De Brass | | Brassed On |
| 23 June - 6 July | Boulevard St Leonard's | | Yorkshire Air Museum |
| 25 June - 6 July | All's Well that Ends Well | | York Shakespeare |
| 27 June | Maintenant (Now) | | Yorkshire Air Museum |
| 28 - 29 June | World War 1 Exhibition & Air Forces Day | | Castle Museum |
| | | | |
| JULY | | | |

| | | | |
|--------------|--|--|-----------------------|
| 2 July | Le Grand Bal des Officiers Français 1944-2014 | | Yorkshire Air Museum |
| 2,4 & 5 July | Cis & Barbiche | | York Theatre Royal |
| 6 July | Le Grand Riding Lights - Festival | | Riding Lights Theatre |
| 6 July | Bike Story (Regional Project) | | 509 Arts Ltd |
| 12 July | York Early Music Festival | | NCEM |

| REGIONAL PROJECTS COMING TO YORK – FINAL DATES TO BE CONFIRMED | | |
|--|--|-----------------------|
| Bike Story | 509 Arts Ltd | Theatre and Community |
| Tour de Brass | Brassed on York Ltd | Music |
| Monday's Child | Tutti Frutti and York Theatre Royal | Theatre |
| | | |
| REGIONAL PROJECTS – POSSIBILITIES TO BE NEGOTIATED | | |
| Tour De Cinema | Sheffield Doc/Fest - with multiple film/doc partners | Film |
| The Tour of Infinite Possibility & Festival Song | Grassington Fest/Hope & Social | Music |
| Cart Before Horse | Stumble Dance Circus | Dance / Circus |
| The Woolly Bike Trail | Cassandra Kilbride | Visual Arts |
| The Sheffield Steel Peleton | Sheffield Peleton Field Cycles | Visual Arts |
| | | |
| | | |
| | | |
| REGIONAL SCHOOLS AND COMMUNITY PROJECTS - DETAILS TO BE CONFIRMED | | |

| | | |
|---|--|---------------------------------|
| Bonjour! Film Your Tour (Formerly Sustrans Film Competition) | Sustrans | Schools' Project |
| DepARTures | Cape UK | Educational Resource |
| YORK COMMUNITY PROJECTS - DETAILS TO FOLLOW | | |
| Planting York Yellow | CYC - Parks & OS | Planting - dressing York |
| Herald the Race | CYC - Events & Festivals | Banners & flags - dressing York |
| The Road to York | CYC - Adult Education | Large painting - dressing York |
| Grand Départy | CYC - Events & Festivals | Welcome the Race celebration |
| Community Volunteering Projects | University of York | 9 student led projects |
| Massed Sing and Sign | Accessible Arts & Media | Welcome the Race celebration |
| York Open Gardens Weekend | ABC Gardening Club | CYC Small Grant Project |
| The Yorkshire Tapestry | Fulford Tapestry | CYC Small Grant Project |
| The Wheel Turns Exhibition | According to McGee | CYC Small Grant Project |
| Life Cycles - Free Wheeling | St Nicholas Fields | CYC Small Grant Project |
| Hidden Cycles | York Curiouser | CYC Small Grant Project |
| Sea of Bikes - (working title) | York Remembers Rowntree Oral History Project | The Rowntree Society |
| Once Seen theatre performance (Working title) | Once Seen Theatre Company | Commissioned inclusive theatre |

As at 28 January 2014

Cabinet

20 January 2015

Report of the Cabinet Members for Culture, Leisure and Tourism, and Transport, Planning and Economic Development.

Delivery of the Tour de France in York and Yorkshire 2014**Summary**

1. The purpose of this report is to update Cabinet on the outcomes achieved through the delivery of the Tour de France 'Grand Depart' in Yorkshire in July 2014, and in particular the impact of the second day start in York.
2. The Headlines are that the event generated an additional spend of £8.3 million into the York economy. The event was delivered safely with an estimated 200,000 spectators lining the route in York on the day, and a further 18.6 million people around the world watching the route on television or some other device.
3. This report details the outcomes achieved against the objectives set by Cabinet in 2013 and reports on management of the event and details lessons learned for the future.

Background

4. The three stages of the Tour De France 'Grand Depart' were hosted in England in July 2014. The first two stages (stage one in Leeds and stage two in York) were delivered in Yorkshire, with stage three continuing from Cambridge to London. The event has simply been described as 'the grandest grand depart ever'. Over the three days an estimated 4.8m people lined the route: 3.3 million in Yorkshire and a further 1.5m million in Cambridge, Essex and London.
5. The event was spectacular and demonstrated to the world the benefits of the Yorkshire region, and has no doubt built a long lasting legacy for tourism and cycling. For the first time ever a 100 day Cultural Festival preceded the tour arriving, and created a fantastic build up in communities across the region ahead of the main weekend in July.

6. The direct economic impact across the three stages was £128m. For the host regions the impacts were £102million in Yorkshire and £30.5m for the combined region of Cambridge, Essex and London, including £19.5m for London. The event has recently been recognised nationally as 'The Spectator Event of the Year' at the British Sports Awards.

Local Delivery

7. Welcoming the Tour de France to York absolutely captured the imagination of the City. The route through York was stunning, and the racecourse provided the perfect start location, with complementary spectator hubs at Rowntree Park, the Designer Outlet and Monks Cross. The City was adorned with bunting, banners and yellow bikes. Residents, communities, schools and businesses and partners celebrated the tour being in the city in many different ways.
8. Wonderful images of the City were projected around the world, and the local welcome was second to none. The feedback from the Amaury Sport Organisation on the strength of the York reception was very complimentary.
9. In October 2013 Cabinet agreed the strategic objectives for the delivery of the event, as follows:
 - To deliver a safe and enjoyable event in York, which enhances the reputation of our City
 - To maximise the economic benefit and opportunity in the short, medium and long term
 - To secure a long lasting legacy across our communities, culture, cycling infrastructure and health
10. This report details delivery against the strategic objectives. A supporting report "The Impacts of the Tour in York" has been utilised to provide the economic and social impact. Reviews have also been carried out over elements of the delivery programme. These are provided as background papers.

Event Delivery – Safe/Enjoyable/Enhanced Reputation

Event Management

11. The safe planning and delivery of this large event proved to be extremely complex. The project in York was managed by a core project team of seconded staff with specialist input utilised as and when required. The team worked closely with the company, Tour De France 2014 Ltd established to coordinate the Regional delivery. The key to success was to work across geographical boundaries to ensure it felt like one event, over the 3 days.
12. Many additional staff and teams were engaged across the Council, whether in preparation, ensuring business continuity, taking volunteering opportunities or simply to join in the celebrations. The support from local partners was also critical and invaluable. Particular mention needs to be made of our local emergency services, Visit York, Cultural sector, businesses in particular cycling businesses and the voluntary sector. Tour makers were deployed in York, with 715 Stewards and 159 Wayfinder volunteers.

Grand Depart Weekend

13. Planning for the weekend was done on the basis of crowd modelling, anticipating a large number of visitors (250,000) and on the premise of come to the City early, stay for the weekend and enjoy a range of activities as part of the Grand Depart.
14. Proposals in the build up included the 100 day festival, Grand Soiree, Grand Party Concert, Bike Stories, City Centre Street entertainers and Big Screens, with a range of spectator hubs with family friendly activities on the day of the event.
15. Detailed and meticulous traffic management, travel planning, park & ride and parking planning was put in place over a number of months and proved to be successful with details of both the events and travel planning being meticulously communicated to both residents and visitors to the city through various channels.
16. A great deal of detailed planning and testing of plans was carried out in relation to the event itself. On the day York 'command and control' was extremely effective, and that experience will stand the city in good stead for future similar large scale events. There is no doubt that our multi-agency relationships have been enhanced through the delivery of the event.
17. On the day itself an estimated 200,000 people lined the route in York. Of these, it is known that 28,000 spectators were at York Race Course to see the start.

18. The event was a huge success and was delivered safely without any incidents. Feedback from people whether, attending or watching a television was that it was a wonderful spectacle leaving lasting memories for all. 94% of York residents who watched the event in the city strongly agreed that the event had been good for the local area.

Review of the Event Delivery and Lessons Learned

19. A review of the infrastructure of the Grand Depart weekend has been carried out. It is clear that whilst some of the hubs were well utilised, such as Rowntree Park, others were not, for example Huntington Stadium.
20. The open air Grand Depart Concert on 4 July did not achieve the desired spectator numbers, and suffered with late decision making, poor publicity and marketing and created significant delivery pressures for officers and partners involved. To cap it all the weather on the night was also dreadful with driving wind and rain. It is estimated that 1,400 attended.
21. In the weeks after the weekend itself the positives and lessons learned across the planning and delivery phases have been meticulously reviewed. These points and recommendations have been shared and fed into the regional review process but will also be utilised locally for delivery of future events.

To maximise the economic benefit and opportunity in the short, medium and long term

Economic Benefit

22. A detailed assessment of the Economic and Social Impacts of hosting the Tour de France Grand Depart 2014 has been undertaken. An overall report (“Three Inspirational days”) sets out the findings of a comprehensive research programme to assess the economic and social impact of staging the Yorkshire Grand Départ and the Cambridge to London third stage of the 2014 Tour¹. An additional report (“Impacts of the Tour in York”) builds on this, providing further analysis of the local impacts of the Tour de France coming to the City of York. It sets out the impacts on the local economy, together with perceptions from local residents and businesses. It also examines the views of visitors who came to the area for the event and examines the local cycling legacy.

¹

<http://www.leeds.gov.uk/docs/141203%20THREE%20INSPIRATIONAL%20DAYS%20FULL%20FINAL.PDF>

23. The study was guided by the nationally recognised, industry standard methodology – eventIMFACTS. This isolates the ‘additionality’, i.e. the difference that hosting an event made to the economy. However, due to the size, scale and uniqueness of the event a broad range of other information and research was also included to provide a broader picture of the impacts.
24. An independent research agency, SPA Future Thinking, was commissioned to carry out the primary research, with additional analysis of local data being undertaken by the Regional Economic Intelligence Unit based at Leeds City Council.
25. Overall the report finds that the Tour was a significant success, providing a clear economic boost to the City and wider Yorkshire region as a result of the event and the supporting events leading up to it.
26. Watched by 4.8m people over three days, including an estimated 200,000 in York the tour generated a direct economic impact of £128m for the host regions, including £102m in Yorkshire and £8.3m in York alone.
27. These figures represent a very positive economic impact from the event. However it is worth noting that the report authors highlight that “while these figures are very positive it should be recognised they are conservative estimates undertaken at a particular point in time. Longer term impacts, including those that are less easy to quantify and those that might occur later through future visitors and inward investment as a result of the Tour, are yet to be seen. As a result, the ultimate economic footprint is likely to be significantly higher”
28. Furthermore, there is a range of other expenditure which would have had local economic impact but was not counted in the figures above to ensure consistency with the eventIMFACTS methodology. These figures tell a broader story about the impact of the event and demonstrate the wider value of the event to the economy. These include: the spending of local residents who attended the event- estimated to be a further £2.5m; future impacts of visiting spectators coming back to the region – estimated to be a further £1.7m; the impacts of local events associated with the tour such as the very successful Bishopthorpe Road Street party – attended by an

estimated 10,000 people, and the impact from the Yorkshire Grand Depart Business Festival.

29. While the direct impact of the latter is yet to be assessed it could reasonably be expected to generate significant impact in the longer run. Over the weekend in York, partners welcomed major industrial biotechnology and agri-tech businesses and investors from across Europe. Companies such as Akzo Nobel, Unilver, GlaxoSmithKline and Drax came together to discuss opportunities around the Bioeconomy in York and the wider region; with around 70 (including a number of French companies) attending an event at the Ron Cooke Hub on the Friday before the Tour.
30. The highlight of the weekend was a ceremony for the signing of a memorandum of understanding between BioVale (a Bio-economy cluster for Yorkshire & Humber) and the Northern France based cluster, IAR. This paves the way for business and research collaboration between the two countries and has subsequently led to further collaborative activity with major bioscience clusters in Holland and Germany, helping to strengthen York's position as a leading place to do business in the European Bio-Economy Sector.
31. Perceptions of the region as a destination have also been significantly enhanced amongst both visitors and businesses, and large numbers report being positively inspired to increase or take up cycling or engage in other sporting activities.
32. The race was watched on television, or on another device, by the equivalent of 18.6 million adults, with a further 3.3m watching in person on the route in Yorkshire, providing major exposure for the city and region.
33. 94% of York residents surveyed felt that the event had been positive for the local area, while 72% of visitors said their image of Yorkshire had been enhanced, with 68% indicating they were more likely to visit Yorkshire for a short break and 64% saying they were very likely to return in the next 2 years.
34. Time will be the judge of whether the impact of these intentions will be realised but early indications are that the race has had a very positive effect with the spectator follow-up survey suggesting that repeat visits are already happening. In the three month period after the event, 44% of non-residents who visited to watch Stages 1 or 2 have visited Yorkshire again in the three month period following the event. This

supports the view that the economic boost to the areas that hosted the Tour de France will continue to see the benefits in the future and not just in the short period before, during and after the race

35. It was clear from both the economic impact data and the business survey that the sectors that benefit most are those most obviously associated with the event such as: accommodation providers; restaurants, pubs, shops and local events selling food and drink; souvenir and clothing shops, as well as others in the visitor economy; cycling shops; transport providers; and suppliers to event organisers.
36. While other businesses did less well directly, most reported a fairly neutral position over the period despite some disruption on the race day itself. Some businesses clearly had to change their usual business operations but while there were some negative impacts, most believe that the event was good for the host regions overall and the broad consensus from businesses was that the tour had enhanced tourism for the future and that the event had enhanced the image of the region.
37. The study also indicates that the tour has had a very positive effect on cycling behaviour. Almost half of spectators in York – more than 80,000 people – said they were inspired to cycle more as a result of the Tour de France with post event survey (undertaken 3 months after the event) indicating as many as 30% of spectators have increased their levels of cycling.

Commercial

38. A Commercial work stream was developed as part of the project, with the aim of recovering some of the costs of the event where possible. A piece of work was commissioned to generate range of potential options, and the Commercial Manager from Visit York was originally seconded to assist with this work. This resulted in full time work later in the project.
39. After generating options final commercial work streams included Camping, Catering, Merchandise and Parking, with branding and marketing developed to support the proposal.
40. The commercial work stream proved to be extremely challenging, and despite officer's best attempts to succeed, each line of product struggled with a range of different challenges and produced some useful lessons learned for the future which will be fed into the work stream to develop the new organisation "Make it York".

To secure a long lasting legacy across our communities/culture/cycling infrastructure and health

Communities

41. Many Residents, Communities, and businesses in York really welcomed the tour and the city was adorned with yellow bunting, bikes and banners, showing what can be achieved when all aspects of the community come together. The creative remnants of the celebrations are still evident months later, and serve as a reminder of the wonderful summer of 2014.
42. Schools in the City in particular celebrated in different ways through cycling events, children's races and themed activities.
43. There are so many examples and it is regrettable that we need to pull out highlights but mention must be made of the brilliant J'Adore Bishy Rue Street Party held on the 6 July. The atmosphere was wonderful and the crowds immense with over 10,000 people visiting the street during the day. This will be a lasting memory for everyone in years to come. The BBC reported live from Bishopthorpe Road during the morning capturing the excitement and fun for all the nation to see. The Bishopthorpe Road Traders association have recently been recognised as a national "Best Street" and the Local Community Pride award.
44. Similarly the Tour de Tang Hall was a wonderful community event. It was attended by 400 local families, creating a real buzz and sense of community spirit in the Tang Hall area, with a strong desire for a similar event in 2015. It brought the spirit of the Tour de France out into a Community on the east of the city, helped improve the local area and helped to create pride in the area. The Tour de Tang Hall won the Community Initiative of the Year at the recent Community Pride Awards.
45. Community Pride in York was reflected in the welcome provided. A film has been made to capture some of the York stories which emerged. This will be available as part of this report and will be presented at Cabinet.
46. For the first time ever the Grand Depart was preceded by a 100 day festival which attracted 800,000 people to 1,400 performances across the region.
47. York had highlights of the Yorkshire Festival 2014 in the City including the Bike Story, What's yours? Written by York's award winning

playwright Mike Kenny. This toured across the Yorkshire region and was an outdoor theatre performance based on peoples bike stories. The Tour de Brass festival also celebrated Yorkshires rich history of brass bands.

48. York's local festival programme "York-Be Part of It" involved over 100 local organisations ranging from voluntary groups to established cultural organisations and included a whole range of activities for all ages.

Examples include:

- Dress to Impress city walls community banners project - 60 banners representing 50 organisations involving approximately 500 participants. All ages and abilities
- Road Through York - large scale 300m squared community collage. Over 200 participants created the collage. All ages and abilities
- Bike Story in schools - highly successful theatre education programme 23 schools and over 3,000 pupils involved
- Dressing and animating the city - ongoing support, advice and guidance from yellow bikes to large scale land art
- Plant the city yellow - 3,000 packets of seeds distributed across the city to residents, businesses and organisations

Cycling Infrastructure

Regional Legacy

49. Our Chief Executive led the regional Cycling Legacy work. This included producing a 10 year regional cycling strategy and brought together local authorities and influential cycling partners to galvanise, advocate and influence the development of cycling in Yorkshire and the Humber. A partnership on this scale has been recognised as nationally unique by British Cycling. Outcomes include:-

- A Cycle Yorkshire website www.cycleyorkshire.com - over 50k page views and 30k visits since its launch.
- Cycle Yorkshire communications are pushed through @letouryorkshire twitter feed which has 65k followers.

- Produced the first ever Tour de France educational pack – 17k downloads to date and it is being used in schools throughout the UK including the Guardian Teachers Network.
- Supported the Cycle Yorkshire: Ride the Routes road safety mobile app - nearly 5k downloads to date.
- Cycle Yorkshire/Welcome to Yorkshire has secured £100k funding for cycle friendly courses.
- Cycle Yorkshire supported Sustran's *Slow Tour of Yorkshire* to get more families using the cycle network and this has received endorsement from the Directors of Public Health.
- Yorkshire and the Humber is the only region to sign up to British Cycling that in turn has attracted £2million investment from British Cycling into the region.
- Cycle Yorkshire/Welcome to Yorkshire has secured considerable private sector funding for the Yorkshire Bike Libraries project – the ambitious project for people in Yorkshire to have free access to a bike.

Local Legacy

50. The local legacy programme was planned in partnership with British Cycling to deliver a range of recreational cycling opportunities across the city. Highlights are as follows:-
- 2013 Skyride attracted 5000 cyclists to the city centre route.
 - 2014 Skyride saw this grow to over 10,000 participants.
 - In partnership with British cycling we ran 30 Sky Ride Local rides this year, offering guided rides for everyone from complete beginners to more confident cyclists.
 - The Sky Ride Local rides included 10 targeted to those with medical conditions or disabilities.
 - Our volunteer led guided rides programme attracted 156 participants

- The breeze rides programme co-ordinated by British Cycling engaged 200 York women in women only cycle rides.
- We are working alongside Priory Medical Group to deliver a targeted set of rides from each of their 9 practices.
- We successfully secured a grant from the Sport England 'Get Equipped' fund this enabled us to purchase 9 adapted bikes. We have delivered a range of inclusive cycling activities with these and have enabled over 50 disabled riders to participate.
- With adult social care we have run arm chair cycling sessions in a number of care settings to encourage engagement at all ages and abilities.
- 7 secondary schools took part in spinning and static cycling sessions.
- 8 primary schools took part in riding skills activities.
- 26,000 copies of an "experience the race" brochure was distributed across the city, bringing together the full range of cycling opportunities in the city.
- The closed circuit track at the university funded by the Council, the University and British Cycling has been completed and is being used by clubs, schools and the community.
- The second phase of the mountain biking pump track at Rawcliffe Bar Country Park is now complete and open to the public.
- We have run a range of cycle maintenance training courses throughout the year attracting 112 adult learners.

51. Qualitative targets have also been set which will be measured to gauge the success of the programme regionally and locally in the longer term.

Implications

Financial

52. Cabinet at 1 October 2014 set a budget for the Tour de France of £1,664k to cover the cost of the event, funded from a variety of budgets. The provisional outturn shows that the final cost of the event

totalled £1,815k. However when additional funding is taken into account the overspend is £49k. It should be noted that the costs are provisional however they are not anticipated to change significantly.

The table below shows the provisional outturn compared to budget.

| Budget Heading | Budget | Provisional Outturn | Variance |
|---|--------|---------------------|----------|
| | £'000 | £'000 | £'000 |
| Event Costs | 564 | 568 | +4 |
| Highways* | 200 | 200 | 0 |
| Project Management | 221 | 222 | +1 |
| Marketing & Communications | 100 | 67 | -33 |
| Legacy | 99 | 25 | -74 |
| Regional Contributions | 480 | 481 | +1 |
| Events & Festival | 0 | 252 | +252 |
| | | | |
| Grand Total | 1,664 | 1,815 | +151 |
| | | | |
| Funded by | | | |
| EIF | -500 | -500 | 0 |
| DIF | -200 | -200 | 0 |
| Contingency | -473 | -473 | 0 |
| Capital Contingency | -200 | -200 | 0 |
| TDF Grant | -291 | -204 | +87 |
| LCR TDF Rebate | -0 | -189 | -189 |
| | | | |
| Total Funding | -1,664 | -1,766 | -102 |
| | | | |
| Balance to be funded within CANS Budget | 0 | 49 | +49 |

53. The Highways figure is estimated with some final works to be completed in early 2015. Any underspend will be offset against a reduced call on the capital contingency budget.
54. The cost of the event itself was broadly managed within the budget. This was despite a significant increase in costs that fell to the authority as part of the central procurement exercise whereby all the regional local authorities procured common items such as stewards, barriers and medical supplies in one contract. Whilst the contract guaranteed supply of these goods the cost of the arrangement was

c.£110k greater than initially assumed for those items. Savings were delivered across communications as well as across legacy expenditure that mitigated this additional cost.

55. The other main variances that need highlighting are the additional costs of the events and festivals programme that were not originally included within the budget. These include the net cost of the music concert at Huntington Stadium (£187k), the net cost of camping (£33k) and the cost of supporting community events as part of the cultural festival (£23k).
56. In recognition of the additional pressures that the delivery of the event has caused Local Authorities, the Leeds City Region has allocated £1m of Non Domestic Rates surplus across the authorities that participated in the event. The share for City of York Council is £189k.
57. The net balance of £49k will be managed as part of the CANS budget.
58. Any significant changes to this forecast outturn will be reported through usual monitoring channels.

Communications

59. The council's Communications Team worked with local and regional partners to ensure that residents, businesses, visitors and media had access to right information and materials to showcase York and its communities before, during and after the Grand Depart weekend in York. New coverage of the event continues to be generated and the council expects a further spike of coverage related to the event surrounding the Tour de Yorkshire in May 2015 and this years Grand Depart, taking place in the Netherlands, as the worlds media looks back on last years spectacular event in Yorkshire. The positive impact of this enhanced profile will be felt by the city for years to come.
60. The team conducted a full service communications campaign, which started proper in December 2013 and ended in July 2014, for the 100 days festival and the event weekend. This included, but was not limited to:
 - developing and issuing 83 media releases to local, regional, national and international media resulting in over 13,000 articles on the race and the 100 days festival featuring York.

- maintaining social media campaigns throughout this period on Facebook and Twitter. The team issued/retweeted over 359 tweets to gain 103,000 Twitter impressions (number of times users saw tweets) over the race weekend alone via the @cityofyork account. Many of these were retweeted by the @letouryorkshire account which saw a combined reach of its tweets of 23.2 million accounts across the world.
- working with teams across the council and partners to build up 1,500 key cycling followers on the @LeTour_York to support the council's twitter presence.
- supporting over 40 information and media events held by colleagues across the council and partners in the city and wider region, in addition to the promotion of the 100 days festivals events and initiatives.
- contributing to over 50 supplements and e/newsletters produced by the council, partners and media, in particular two four page TdF supplements in the council's publication Your Voice, which is delivered to almost 90,000 households in the city.
- responded to over 200 media enquiries to ensure media and therefore the public had access to necessary and useful information in the run up to and surrounding the event.
- supporting broadcast media – TV and radio stations – in their programme content up to and during the event weekend. On ITV alone this saw an average of 1.2million viewers for York and 516,000 more tuned into ITV4.
- maintaining council websites and contributing to partner websites, such as the letouryorkshire website which received over 3 million unique visits and almost 18 million pages viewed during this period.
- actively supporting the council's 'dress to impress' initiative for the city in the production of lamppost banners, posters, promotional materials and displays.
- producing and distributing over 10,000 travel and transport information leaflets for the event weekend, in addition to ensuring informative flyers were produced and sent to all households/ on all

cars along the race route.

- handled media/ social media responsibilities for the council/ York as part of the emergency service response and management centre – locally and on a regional level - throughout the event weekend.

Human Resources (HR)

61. The management of this event created significant pressures within the core team, and throughout the Council. #TeamYork dealt with the challenge very well however provided lessons learned for the future regarding capacity

Equalities

62. A Community Impact Assessment was completed and kept under review as part of the project. Expected outcomes were met.

Risk and Opportunity Management

Risk Management

63. Risk and opportunity was managed as part of the project management framework utilised. This was reviewed regularly at project board meetings and where necessary actions were taken to mitigate. The resource required to support this was significant. This process was quality controlled on an ongoing basis. The quality of the management of the day itself was observed by officers.

Business Continuity

64. The management of Business Continuity across the city was also an essential as part of the planning of the event. Plans were refreshed in the context of the tour and several testing of plan events carried, both locally and where appropriate regionally.

Review/Lessons Learned

65. A systematic process of review has taken place both locally and regionally. This has captured feedback from all those involved including critical partners. York's feedback has been used to feed into the regional picture and will also be used as learning for future events. The approach taken has been to consider what went well and why,

across planning and delivery and also what could have been improved and how across both aspects.

Council Plan

66. The outcomes achieved as a result of hosting the second day start of the Tour de France Grand Depart in York has contributed to the council priorities of Build Strong Communities and Create Job's and Grow the Economy.

Recommendations

Cabinet are asked to note the outcomes achieved against the delivery objectives of the Tour de France in York.

Reason: To ensure that Cabinet receives full details of the outcomes of the Tour de France event, both for the city and regionally, together with information on lessons learnt in relation to any future similar events.

Contact Details

| | | | |
|---|---|---|-----------------------------|
| Author: | Cabinet Members and Chief Officer responsible for the report: | | |
| Sally Burns Director of Communities and Neighbourhoods | Cllr Sonja Crisp, Cabinet Member for Leisure Culture and Tourism, Cllr David Levene, Transport, Planning and Economic Development and Sally Burns Director of Communities and Neighbourhoods | | |
| | Report Approved | √ | Date 12 January 2015 |
| Specialist Implications Officer(s) Jo Gilliland – Head of Sports and Active Leisure Leona Marshall – Head of Communications Graham Titchener – Regional Director – Tour de France Legacy Andrew Sharp – Strategy and Investment Manager Patrick Looker – Finance Manager Glen McCusker – Deputy Head of Legal Services | | | |

| | |
|--|---|
| Wards Affected: All | √ |
| <i>For further information please contact the author of the report</i> | |

Background Papers:

- Impact of the UK stages of the Tour De France – Three Inspirational Days December 2014
- Cycle Yorkshire Progress Report 2013/14
- Slides – Dave Atkinson
- Impacts of the Tour in York

Annexes - None

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| Provisional Meeting Dates | Learning & Culture Overview & Scrutiny Committee – Draft Work Plan 2015-16 |
|--|--|
| <p>Mon 22 June 2015 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. Introductory Report inc. Ideas on Potential Topics for Review in this Municipal Year 2. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 3. Explore York Libraries and Archives Mutual Ltd SLA & Bi-Annual Update 4. Feasibility Report on proposed TdF Scrutiny Review 5. Draft Workplan 2015/16 & discussion re future topics |
| <p>Tues 28 July 2015 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. Attendance of Executive Member for Education, Children & Young People's Services – Priorities & Challenges for 2015/16 2. Attendance of Executive Member for Culture, Leisure & Tourism – Priorities & Challenges for 2015/16 3. Year End Finance & Performance Monitoring Report 4. Bi-annual progress report on Safeguarding & Looked After Children 5. Update on Implementation of Children & Families Bill 6. Workplan 2015/16 |
| <p>Thurs 24 Sept 2015 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. York Theatre Royal – SLA Performance Bi-annual Update Report 2. First Quarter Finance & Performance Monitoring Report 3. Attendance of Chair of York Safeguarding Board for Bi-annual Update 4. School Improvement and Ofsted Update on Schools Performance 5. Workplan 2015/16 |
| <p>Wed 25 Nov 2015 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 2. Explore York Libraries and Archives Mutual Ltd SLA & Bi-Annual Update 3. Schools Outturn Data 2015 4. Workplan 2014/15 inc. verbal update on ongoing reviews |

| | |
|---|---|
| <p>Thurs 27 January 2016 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. Attendance of Chair of Learning City 2. York Theatre Royal – Service Level Agreement Performance Bi-annual Update Report 3. SACRE (Standing Advisory Committee on RE) Annual Report & Review of York Schools' Agreed Syllabus 4. Second Quarter Finance & Performance Monitoring Report 5. CYC Bi-annual progress report on Safeguarding & Looked After Children 6. School Improvement Update - Key Stage 4 Performance 2015 7. Workplan 2015/16 |
| <p>Mon 21 March 2016 @ 5.30pm</p> | <ol style="list-style-type: none"> 1. Attendance of Chair of York Safeguarding Board for Bi-annual Update 2. Attendance of Chair of York@Large. Moved from Jan 2016 3. Workplan 2015/16 |
| <p>Tues 24 May 2016 @ 5:30pm</p> | <ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 2. Attendance of Cabinet Member for Education, Children & Young People's Services – Update on Priorities & Challenges for 2015/16 3. Attendance of Cabinet Member for Leisure, Culture & Tourism – Update on Priorities & Challenges for 2015/16 4. Third Quarter Finance & Performance Monitoring Report |