

**Notice of a public meeting of  
Executive**

**To:** Councillors Aspden (Chair), Ayre, Craghill, Cuthbertson, D'Agorne, Runciman, Smalley, Waller and Widdowson

**Date:** Thursday, 24 October 2019

**Time:** 5.30 pm

**Venue:** The George Hudson Board Room - 1st Floor West Offices (F045)

**A G E N D A**

**Notice to Members – Post Decision Calling In:**

Members are reminded that, should they wish to call in any item\* on this agenda, notice must be given to Democracy Support Group by **4:00 pm on Monday, 28 October 2019**.

\*With the exception of matters that have been the subject of a previous call in, require Full Council approval or are urgent, which are not subject to the call-in provisions. Any called in items will be considered by the Customer and Corporate Services Scrutiny Management Committee.

**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 - 18)

To approve and sign the minutes of the last Executive meeting, held on 26 September 2019.

### **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 Wednesday, 23 October 2019**. 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 Officer for the meeting, on the details at the foot of the agenda.

#### **Filming, Recording or Webcasting Meetings**

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

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

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 [http://www.york.gov.uk/download/downloads/id/11406/protocol\\_f\\_or\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

### **4. Forward Plan** (Pages 19 - 24)

To receive details of those items that are listed on the Forward Plan for the next two Executive meetings.

### **5. York Central Update** (Pages 25 - 38)

The Corporate Director of Economy & Place to present a report which provides an update on activity undertaken on the York Central development and sets out options for proceeding with further development activity, to maintain momentum and progress pending the announcement of grant funding decisions.

**6. The Council Plan 2019-2023** (Pages 39 - 154)  
The Deputy Chief Executive to present a report which asks Executive to recommend to Full Council a proposed Council Plan that will form the council's corporate strategy for the next four years.

**7. Future Libraries Investment Programme** (Pages 155 - 180)  
The Corporate Directors of Children, Education & Communities and Economy & Place to present a report which seeks approval for a proposed approach, scope and governance arrangements for the future delivery and improvement of the city's library buildings.

**8. Waste Collection Methodology** (Pages 181 - 188)  
The Corporate Director of Economy & Place to present a report which sets out the council's current approach to waste collection methodology, steps taken to increase the recycling rate and proposals to examine models to increase it further.

Note: Annex A to this report has been made available online only, with printed copies circulated to Members, and is not included in the agenda pack.

**9. Archbishop Holgate's School - Expansion 2020-21** (Pages 189 - 204)  
The Corporate Director of Children, Education & Communities to present a report which provides an update on the development of the Archbishop Holgate's School Expansion scheme and seeks approval to allocate funding to provide a 3-storey classroom block and associated specialist facilities at the school.

**10. Highway Infrastructure Asset Management Plan** (Pages 205 - 212)  
The Corporate Director of Economy & Place to present a report which seeks approval for funding allocations to commence the ward funding element of the council's highway maintenance programme and adopt maintenance categories for development of a new Highway Infrastructure Asset Management Plan.

**11. Urgent Business**  
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 552030
- E-mail – fiona.young@york.gov.uk

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 میا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council

Committee Minutes

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Meeting	Executive
Date	26 September 2019
Present	Councillors Aspden (Chair), Ayre, Craghill, Cuthbertson, D'Agorne, Runciman, Smalley, Waller and Widdowson
In Attendance	Councillor Perrett (in place of Cllr Myers)

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## **PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS**

### **37. Declarations of Interest**

Members were asked to declare at this point in the meeting any personal interests not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests, that they might have in the business on the agenda. No additional interests were declared.

### **38. Exclusion of Press and Public**

Resolved: That the press and public be excluded from the meeting should Members wish to discuss Annex 3 to Agenda Item 11 (Interpretation of the Law – ‘Out of Town’ Licences), on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

### **39. Minutes**

Resolved: That the minutes of the Executive meeting held on 29 August 2019 be approved and then signed by the Chair as a correct record.

#### 40. **Public Participation**

It was reported that there had been five registrations to speak at the meeting under the Council's Public Participation Scheme and two requests to speak by Ward Members.

Alasdair McIntosh spoke on Agenda Item 6 (Reducing York's Carbon Footprint with Electric Vehicles). He voiced concern that the Hyper hubs were not currently usable by most EV owners and suggested ways in which he felt additional on-street chargers could provide a lower-cost and more immediate solution.

Mr Peter Richardson also spoke on Item 6, expressing the view that the only solution to increasing carbon emissions was a reduction in the population. He then referred to other matters, objecting to the level of social care precept and to the idea of a tax on visitors to York.

Cllr Pavlovic, Member for Hull Road Ward, spoke on Agenda Item 8 (Housing Delivery Programme), criticising the programme on the grounds that it failed to address the lack of affordable housing in the city and the loss of social housing due to 'right to buy' sales.

Hon Ald. Brian Watson spoke on Agenda Item 9 (Review of the Constitution and Governance Procedures), urging Executive to support a return to the committee system. Referring to the minutes of the previous meeting, he also called for more Member oversight of the York Central and My City Centre projects.

Gwen Swinburn also spoke on Item 9, welcoming the review of governance procedures while querying the lack of detail in the report and suggesting that full terms of reference be prepared before any tender was sought.

Drew Thompson spoke on Agenda Item 11 (Interpretation of the Law – 'Out of Town' Licences), as a member of York Private Hire Association. He asked that the decision on this item be deferred to the November meeting to enable all relevant facts to be gathered.

Cllr Warters, Member for Osbaldwick & Derwent Ward, also spoke on Item 11, objecting to the proposals and urging

Executive either to approve Option 2 in the report or defer the decision.

**41. Update on City of York Council preparations for Brexit**

The Head of Corporate Policy & City Partnerships presented a report which provided an update on the City of York Council's preparations for the UK's exit from the European Union ('Brexit'), following the extension of the exit deadline to 31 October.

The report examined the planning that had taken place before the original 29 March deadline, and whether there were any areas for improvement to ensure that the council and the city were best prepared for either a transitional exit or a 'no deal' scenario. Since announcement of the delay, work had continued to ensure that services were available for those requiring support, in particular with regard to the EU settlement scheme. Meetings with city partners and liaison with community groups had also continued, and the Head of Corporate Policy & City Partnerships had been appointed as the designated lead on no-deal planning. Members were invited to note the preparations and / or make suggestions for alternative or additional activities.

Members expressed their concerns about the current uncertainty of the Brexit situation and the lack of information from national government. In these circumstances it was important for the council to do all it could to protect and support local jobs, businesses and communities.

**Resolved:** That the contents of the report, and the council's preparations for the UK's exit from the European Union, be noted.

**Reason:** To confirm that the Executive is sighted on the preparations that have taken place in advance of Brexit.

## 42. Reducing York's Carbon Footprint with Electric Vehicles

*[See also under Part B]*

The Assistant Director of Transport, Highways & Improvement presented a report which provided an update on progress of the project to deliver 'Hyper hub' facilities for the rapid charging of electric vehicles (EVs) at Poppleton Bar and Monks Cross (the project), and sought approval to procure a contract for their supply and installation.

The project had been approved by Executive on 18 March 2019 (Minute 130 of that meeting refers). Initial market engagement had made it clear that the cost would be higher than originally forecast, and a further £700k was being sought from a number of sources, including the Local Enterprise Partnership (LEP) and European Regional Development Fund (ERDF). This would require match funding of £400k from the council. Despite this increase, the importance of the project remained. Hyper hubs were a cornerstone of the city's future EV charging estate, providing a sustainable and inclusive solution for EV owners with no off-street parking and allowing control over tariffs, to ensure a fair cost of charging for residents, businesses and visitors.

Two options were available:

**Option 1** – to approve supplementary funding to move forward with the project, as recommended.

**Option 2** – to ask officers to develop proposals for a reduced scheme. This would reduce the carbon reduction potential of the project.

In response to questions from Members and comments made under Public Participation, officers confirmed that:

- Opportunities would be sought to mitigate the council's additional contribution.
- Suggestions made at the meeting in relation to on-street charging could be addressed in preparing the report on the EV charging strategy referred to in recommendation (v).
- Officers were also examining different fuel types as a way of reducing carbon emissions.

Resolved: (i) That the progress of the Hyper hubs project be noted.



(ii) That approval be given to proceed with the procurement of a contract for the supply and installation of the hyper hubs and that authority be delegated to the Assistant Director of Transport, Highways & Environment, in consultation with the Assistant Director of Legal & Governance or his / her delegated officers, to take such steps as are necessary to award and enter into the resulting contract for the delivery of the Hyper hubs project, with the proviso that, if the scheme needs to be tailored to the available budget, this be brought back to Executive in a further report.

(iii) That the approach to the wider estate and progress on fixing the council's current Electric Vehicle (EV) charging assets, as set out in the report, be approved.

(iv) That officers be asked to develop the principles set out in the report, along with the comments, into a formal Public EV Charging Strategy to be brought to a future Executive meeting.

(iv) That the fees for parking in EV bays be included in the budget proposals for 2020/21.

Reason: In order to move forward and implement an EV charging infrastructure that meets the Council's ambitions in terms of carbon reduction, promoting sustainable transport and increasing the use of electric vehicles to improve air quality in the city.

#### **43. Re-procurement of Primary Care Contraception Service**

The Director of Public Health presented a report which outlined options for ensuring the continued provision of Long Acting Reversible Contraception (LARC) within the local population from 1 April 2020 onwards.

LARC was currently commissioned through a Section 75 agreement with Vale of York Clinical Commissioning Group (VoYCCG), with VoYCCG acting as commissioner on behalf of City of York Council (CYC) and services provided by

NimbusCare. Rather than a 'block' contract to deliver a specific, broadly defined service, payment was provided for each LARC fitted. With demand increasing year on year, this put CYC at risk of exceeding statutory limits for spend not aligned to a formal tender process, because LARC provision could not be rationed according to budget availability.

The following options were available:

**Option 1** – VoYCCG to delegate the exercise of its LARC function to CYC, which would then lead commission a service. This was the recommended option.

**Option 2** – CYC to commission its own LARC service independent of VoYCCG.

**Option 3**- CYC and VoYCCG to enter into a form of joint procurement of LARC services.

**Option 4**- CYC to delegate the exercise of its LARC function to VoYCCG, which would then lead commission a service.

Resolved: (i) That Option 1 be approved, enabling a joint commissioning approach for the provision of Long Acting Reversible Contraception (LARC) between City of York Council (CYC) and NHS Vale of York Clinical Commissioning Group (VoYCCG).

Reason: To ensure that CYC meets its mandated responsibility to provide LARC to women in York through effective and efficient joint commissioning arrangements.

(ii) That approval be given to procure LARC through a competitive tendering process, to secure provision for the proposed duration of commissioned activity, from 1 April 2020 to 31 March 2026.

Reason: To provide adequate resources and duration of contract to ensure that provision of LARC within York is equitable and sustainable.

(iii) That authority to award a contract to the preferred bidder be delegated to the Director of Public Health, in consultation with the Executive Member for Health and Adult Social Care.

Reason: To enable the contract to be awarded in a timely manner and allow maximum time for mobilisation of the new service to commence from 1 April 2019.

#### **44. Housing Delivery Programme Update**

The Head of Housing Delivery presented a report which explained the work that had taken place to enable the objectives of the Housing Delivery Programme (the Programme) to be met, and what needed to be done next.

Since approval of the Programme vision by Executive on 12 July 2018 (Minute 16 of that meeting refers), planning permission had been obtained for 165 new homes and other facilities on Lowfield, including 40% affordable housing, and a grant of £1,466,800 had been secured for the site. Construction had begun on 8 football pitches on the former Ashfield Estate to replace those at Lowfield; new external support, including a multi-disciplinary design team, had been procured; and Duncombe Barracks had been purchased.

Approval was now sought for a new Design Manual setting the standards to support the ambitions of the Programme, including sustainable communities and wider social objectives (Annex B), for a 3-phase public engagement programme that would work closely with communities from the start of the process (paragraph 13) and for a brand name and a sales strategy (Annex C), through which to market the new homes effectively. It was also proposed to transfer resources previously allocated to the Askham Bar site to the site at Ordnance Lane / Hospital Fields Road and bring forward Askham Bar at a later stage, as detailed in the programme timescales set out in paragraphs 23-26.

In response to matters raised under Public Participation, the Executive Member for Housing & Safer Neighbourhoods acknowledged the affordability gap in the city; the Programme was a step in addressing this.

Resolved: (i) That the progress made on Lowfield, Ashfield football pitches and Duncombe Barracks, and the procurement of a design team to assist in delivering the objectives of the Housing Delivery Programme, be noted.

(ii) That the 'Building Better Places' Design Manual attached as Annex B to the report be approved as the new set of standards for the Housing Delivery Programme.

(iii) That the 'Shape Homes York' brand, and the creation of a website to support the council's open market and shared ownership sales, be supported.

(iv) That the proposed approach for:

- site based business case development
- the setting of open market and shared ownership sales prices (supported by RICS valuations and guidance from procured sales agents) and
- agreeing sales, including the associated delegated authorities (see Annex C), with quarterly sales reports to be presented to the Section 51 Officer and the Executive be supported.

(v) That the proposed new public engagement strategy for the Programme be approved, to ensure that the voices of York's communities are heard and responded to.

(vi) That approval be given to re-allocate the budget approved by Executive on 12 July 2018 for detailed design work to develop and submit a planning application for the Askham Bar site (Resolution (iv) in Minute 16 of that meeting refers) to undertake instead the equivalent work at the Ordnance Lane and Hospital Fields Road site, and to bring forward the Askham Bar site as part of a later phase of development.

(vii) That the proposed timetable for the submission of planning applications and a business case for Burnholme, Duncombe Barracks and Ordnance Lane / Hospital Fields Road be noted.

Reason: To progress with the building, rental and sale of much needed new homes in York, set within healthy and sustainable new neighbourhoods.

**45. Review of the Constitution and Governance Procedures**

The Interim Assistant Director, Legal & Governance presented a report which set out proposals for undertaking a review of the Council's Constitution and Governance arrangements.

The Council was required regularly to review its governance arrangements, including the decision-making structures set out in the Constitution, to ensure that all decisions were taken within its powers and in accordance with legal requirements. The following options were available, as detailed in paragraph 9 of the report:

**Option 1** – do nothing. This was not recommended.

**Option 2** (recommended) – undertake a staged review, with Stage 1 to review the Constitution document to ensure it was accurate and up to date; Stage 2 to review the Council's formal governance arrangements, including consideration of the decision-making systems available under the Localism Act 2011 and their possible variations; Stage 3 to amend the Constitution to reflect any new governance arrangements agreed by Full Council.

**Option 3** – undertake Stages 1 & 2 of the review together. This was not recommended as it would not meet the obligation to have good governance in place pending the conclusion of stage 2.

Having noted the comments made under Public Participation on this item, it was

Resolved: (i) That the proposals to review the Council's Constitution and Governance arrangements using a 3-stage approach, as detailed in Option 2 at paragraph 9 of the report, be approved.

(ii) That the review of the Constitution include consideration of the provisions regarding key decisions, to ensure that the legal requirements are met.

(iii) That the Terms of Reference for Stage 2 of the review (governance arrangements) be agreed by the Leader and Deputy Leader, in consultation with the Chair of Audit & Governance Committee.

Reason: To facilitate an expedited review of the Constitution document to ensure it is accurate and effective, and to enable a thorough and robust review of the Governance arrangements, taking into account the impact of any potential changes on all interested parties.

#### 46. **Update on Taxi Licensing Policy**

The Corporate Director of Economy & Place and the Head of Public Protection presented a report which asked Executive formally to adopt proposed amendments to the council's Taxi Licensing Policy in relation to driver training and determining the suitability of drivers.

The proposals followed a request from Council Leaders of the five West Yorkshire Authorities and the City of York for authorities to harmonise their taxi licensing policies. On 15 July 2019, the Licensing & Regulatory Committee had recommended that Executive adopt the new training policy summarised in paragraph 12 of the report and attached in full at Annex 1. New applicants would have to undertake and pass the training before being licensed; existing drivers to attend refresher courses every three years. The Committee had also recommended adoption of a strengthened policy in relation to suitability, with particular regard to previous convictions, as summarised in paragraph 14 and attached at Annex 2, to come into effect from 1 October. This policy was in line with new guidance issued by the Institute of Licensing. Summaries of the responses to consultation on the proposed policies were attached at Annexes 3 and 4.

Taking into account the consultation responses, the following options were available:

**Option 1** – adopt the proposed policy changes in relation to driver training and determining the suitability of applicants and licensees.

**Option 2** – make further amendments before adopting the policies.

**Option 3** – determine that no change is required to current policy.

In response to questions from Members, officers confirmed that:

- The proposals would help standardise driver conduct and greatly assist enforcement action across the region.

- Work was ongoing towards introducing minimum requirements in respect of local knowledge.
- Compliance with anti-idling measures could be included in the training.

Resolved: That Option 1 be approved and the amendments to the Taxi Licensing Policy be adopted.

Reason: To allow the council to align policies in relation to training and suitability with the West Yorkshire authorities, which will help ensure that people across the six authority areas are transported safely and protected from harm to standards applied consistently across the area.

#### 47. Interpretation of the Law – ‘Out of Town’ Licences

The Corporate Director of Economy & Place and the Head of Public Protection presented a report which outlined the council’s interpretation of the law in relation to the ability of private hire operators and drivers to work their vehicles ‘out of town’ – that is, outside the area within which they were licensed.

The council’s current legal position, summarised in paragraph 3 of the report, was that, provided the three licences required for a private hire vehicle (operator, driver and vehicle) had all been issued by the same authority, the vehicle could undertake journeys anywhere in England and Wales. This ‘triple licensing rule’ had been confirmed by external legal advice, as detailed in the report and the advice note at Annex 2 dated 5 March 2019. Legal advice commissioned by the York Private Hire Association in November 2018, as attached at Annex 1, had taken a contrary view.

The options available were:

**Option 1** – to follow the council’s legal advice and agree the legal position outlined in paragraph 3, with no change to the Taxi Licensing Policy. The situation could be reviewed in the event of a change in the law. This was the option recommended in the report and by the Licensing & Regulatory Committee when they considered the report at their meeting on 4 September 2019.

**Option 2** – disregard the advice, adopt the position that ‘out of town’ operators / drivers work in York illegally, and make a statement to that effect in the Policy. This was not

recommended, as it would risk successful legal challenge and / or simply being ignored.

After a full debate, and having noted the comments made under Public Participation on this item, it was

Resolved: (i) That Option 1 be approved, and the legal position outlined in paragraph 3 of the report be confirmed, with no changes required to the Taxi Licensing Policy.

Reason: To provide clarity for the public in relation to the council's interpretation of the law, and to avoid an increase in the risk of a major impact on the service, which could cost over 10% of the Public Protection budget.

(ii) That, endorsing the recommendations of the Licensing & Regulatory Committee, officers should explore potential options to improve enforcement actions across the city, particularly in relation to poor practice by private hire vehicles; for example, improving enforcement against such vehicles parking in hackney carriage taxi ranks or in restricted areas.

Reason: To address concerns raised about the behaviour of some operators.

(iii) That it be noted that this is an issue faced by many authorities across the country and, noting specifically Medway Council's decision to secure additional legal advice on this matter, support be given pending consideration of this to working with a number of local authorities, and the Local Government Association, to ensure that the council's position is kept under review and reflects the most up to date situation.

Reason: To ensure confidence in the council's legal position on taxi licensing issues.



#### 48. York Outer Ring Road Improvements Update

*[See also under Part B]*

The Assistant Director of Transport, Highways & Improvement presented a report which sought decisions in respect of funding and land acquisition to deliver improvements at the A1237/Clifton Moor roundabout and Monks Cross Junction, as part of the York Outer Ring Road (YORR) improvement scheme.

Progress had been made in a number of areas, as listed in paragraph 12 of the report. However, since Executive approval of the approach to the scheme on 13 July 2017 (Minute 21 of that meeting refers), a number of changing conditions and challenges had arisen. As a result, a slightly different approach was required, to align land acquisition more effectively and co-ordinate funding approaches with planning decisions or seek alternative funding. The issues were discussed in the body of the report and involved the options for the design of the Clifton Moor Junction (paragraphs 23-26) and the need to seek in-principle authority for the making of Compulsory Purchase Orders to acquire land for the scheme (paragraphs 27-42).

The current estimated cost of the Clifton Moor roundabout upgrade scheme was £7m, funded by a bid for a Housing Infrastructure Fund (HIF) grant of £5m and a West Yorkshire Plus Transport Fund (WY+TF) grant of £2m. If external funding was not available in advance, it was proposed that the council fund the additional cost through borrowing of up to £5m.

Resolved: (i) That the potential grant award of around £26m from the Department for Transport (DfT) for upgrading the A1237 (Phase 1 Dualling: Rawcliffe to Hopgrove), and the need to co-ordinate planning and design work on the current junction upgrade programme, be noted.

Reason: To confirm that the Executive is aware of the potential impacts of co-ordinating design and construction on the YORR programme.

(ii) That the inclusion in Transport for the North's Regional Evidence Base submission to the DfT of a scheme to dual the A1237 from A19 Rawcliffe to

B1223 Wetherby Road (Phase 2 Dualling: Rawcliffe to Wetherby Road) be noted.

Reason: To confirm that the Executive has been informed about the current status of proposals for dualling sections of the A1237 York Outer Ring Road (YORR).

(iii) That officers be instructed to investigate options for the introduction of further measures across the city to lock in the sustainable transport and environmental benefits that could result from the increased capacity provided by dualling the A1237.

Reason: To ensure that the potential for significant sustainable transport and environment benefits resulting from the dualling of the YORR are investigated further, with options presented to Members for future decision.

(iv) That, subject to Council approval of the recommended budget (*Minute 51 refers*), approval be given to procure a contractor to undertake the civil engineering and associated construction works and authority be delegated to the Assistant Director for Transport, Highways and Environment, in consultation with the Assistant Director of Legal & Governance or his / her delegated officers, to take such steps as are necessary to award and enter into the resulting contract, with the final layout being subject to the approval of the Executive Member for Transport following consideration of a report reviewing the landscaping, drainage and highway integration for east-west cycling and walking routes and options for the Hurricane Way B&Q junction.

Reason: To enable the procurement process for a contractor to be undertaken and the resulting contract awarded.

(v) That officers be requested to identify opportunities to reduce the City of York Council's contribution through external funding (HIF, developer contributions etc.) which, if successful, will reduce overall CYC borrowing.

Reason: To reduce the council's overall financial contribution.

(vi) That approval be given in principle to pursue a Compulsory Purchase Order (CPO) using powers contained in Part XII of the Highways Act 19802 to acquire the land edged red on the plan attached as Annex C to the report, which is required to deliver the Monks Cross Junction improvements.

Reason: To enable Executive to consider a report in December seeking authority to make the Order, should continuing negotiations to acquire the land not be successful.

(vii) That authority be delegated to the Assistant Director of Transport, Highways and Environment to take all steps necessary to prepare for the CPO referred to in resolution (vi) above, this delegatin to include:

- negotiation of easements and temporary rights where freehold ownership is not required, e.g. for drainage purposes or temporary occupation for construction works, and
- obtaining the release / extinguishment or variation of any third party rights over affected land (for example, a third party may have a right of way over land which needs to be acquired.

Reason: To ensure that, in the event of a final resolution to make the Order, the council is in a position to make it as soon as is practicable.

(viii) That the delegated authority of the Assistant Director of Transport, Highways & Environment to purchase land by private agreement / private treaty be extended from £200k to £250k in any one land interest.

Reason: To enable the Assistant Director to negotiate the acquisition of land by private agreement / private treaty in an efficient and timely manner to support the planning, development and delivery of the YORR Improvement scheme.

## **PART B - MATTERS REFERRED TO COUNCIL**

### **49. Reducing York's Carbon Footprint with Electric Vehicles**

*[See also under Part A]*

The Assistant Director of Transport, Highways & Improvement presented a report which provided an update on progress of the project to deliver 'Hyper hub' facilities for the rapid charging of electric vehicles (EVs) at Poppleton Bar and Monks Cross (the project), and sought approval to procure a contract for their supply and installation.

The project had been approved by Executive on 18 March 2019 (Minute 130 of that meeting refers). Initial market engagement had made it clear that the cost would be higher than originally forecast, and a further £700k was being sought from a number of sources, including the Local Enterprise Partnership (LEP) and European Regional Development Fund (ERDF). This would require match funding of £400k from the council. Despite this increase, the importance of the project remained. Hyper hubs were a cornerstone of the city's future EV charging estate, providing a sustainable and inclusive solution for EV owners with no off-street parking and allowing control over tariffs, to ensure a fair cost of charging for residents, businesses and visitors.

Two options were available:

**Option 1** – to approve supplementary funding to move forward with the project, as recommended.

**Option 2** – to ask officers to develop proposals for a reduced scheme. This would reduce the carbon reduction potential of the project.

In response to questions from Members and comments made under Public Participation, officers confirmed that:

- Opportunities would be sought to mitigate the council's additional contribution.
- Suggestions made at the meeting in relation to on-street charging could be addressed in preparing the report on the EV charging strategy referred to in recommendation (v).

- Officers were also examining different fuel types as a way of reducing carbon emissions.

Recommended: That Council approve an increase in the budget of £700k, including £400k additional prudential borrowing, to fund the increased cost of the Hyper hubs project.

Reason: In order to move forward and implement an EV charging infrastructure that meets the Council's ambitions in terms of carbon reduction, promoting sustainable transport and increasing the use of electric vehicles to improve air quality in the city.

## 50. **York Outer Ring Road Improvements Update**

*[See also under Part A]*

The Assistant Director of Transport, Highways & Improvement presented a report which sought decisions in respect of funding and land acquisition to deliver improvements at the A1237/Clifton Moor roundabout and Monks Cross Junction, as part of the York Outer Ring Road (YORR) improvement scheme.

Progress had been made in a number of areas, as listed in paragraph 12 of the report. However, since Executive approval of the approach to the scheme on 13 July 2017 (Minute 21 of that meeting refers), a number of changing conditions and challenges had arisen. As a result, a slightly different approach was required, to align land acquisition more effectively and coordinate funding approaches with planning decisions or seek alternative funding. The issues were discussed in the body of the report and involved the options for the design of the Clifton Moor Junction (paragraphs 23-26) and the need to seek in-principle authority for the making of Compulsory Purchase Orders to acquire land for the scheme (paragraphs 27-42).

The current estimated cost of the Clifton Moor roundabout upgrade scheme was £7m, funded by a bid for a Housing Infrastructure Fund (HIF) grant of £5m and a West Yorkshire Plus Transport Fund (WY+TF) grant of £2m. If external funding

was not available in advance, it was proposed that the council fund the additional cost through borrowing of up to £5m.

Recommended: That Council approve a budget of £7m for the 'enhanced option' upgrading of the Clifton Moor junction, to be funded from £2m West Yorkshire Transport Fund contribution and £5m prudential borrowing, the revenue costs of which will be incorporated in the 2020/21 Revenue Budget.

Reason: To enable the construction of an upgraded junction which will be future proofed to provide access to a proposed new development site, shown in the Draft Local Plan, for approximately 1,350 new homes, new cycle and pedestrian networks, and accommodating dualling of the A1237; in addition, delivering a single enhanced scheme will minimise traffic disruption and the abortive work that would result from delivering the WYTF and development schemes separately.

Cllr K Aspden, Chair

[The meeting started at 5.30 pm and finished at 7.37 pm].

**Forward Plan: Executive Meeting: 24 October 2019**

**Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 28 November 2019**

Title and Description	Author	Portfolio Holder
<p><b>Q2 19-20 Finance and Performance Monitor</b>  <b>Purpose of Report</b>                      To provide an overview of the council's overall finance and performance position at the end of Quarter 2 of the 2019/20 financial year.</p> <p>Executive will be asked to: note and approve the position.</p>	<p>Ian Cunningham &amp;                      Debbie Mitchell</p>	<p>Executive Member                      for Finance and                      Performance</p>
<p><b>Inclusion Review Strategy &amp; Specialist Provision at Millthorpe School</b>  <b>Purpose of Report</b>                      To set out the SEN provision requirements across the city for the next 3-5 years following the inclusion review.</p> <p>Executive will be asked to: set aside funding for the identified projects, so that individual schemes, including Lakeside, can then be brought through the appropriate decision making route depending on the financial value of each scheme.</p>	<p>Claire McCormick</p>	<p>Executive Member                      for Children, Young                      People and                      Education</p>
<p><b>Schools Capital Maintenance Programme 2020/21</b>  <b>Purpose of Report</b>                      To set out proposed expenditure of the schools capital maintenance programme for 2020/21.</p> <p>Executive will be asked to: approve the proposals.</p>	<p>Alison Kelly &amp;                      Claire McCormick</p>	<p>Executive Member                      for Children, Young                      People and                      Education</p>

<b>Title and Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Capital Programme Monitor 2</b>  <b>Purpose of Report</b>            To provide Members with an update on the capital programme.</p> <p>Executive will be asked to: note the issues and recommend to Full Council any changes as appropriate.</p>	Emma Audrain	Executive Member for Finance & Performance
<p><b>Treasury Management and Prudential Indicators Mid-Year Review</b>  <b>Purpose of Report</b>            To provide Members with an update on the treasury management position.</p> <p>Executive will be asked to: note the issues and approve any adjustments as required to the prudential indicators or strategy.</p>	Debbie Mitchell	Executive Member for Finance & Performance
<p><b>York's Approach to Equalities</b>  <b>Purpose of Report</b>            To propose a refresh of the council's approach to equalities.</p> <p>Executive will be asked to: approve the updated approach, including approving the council's equality objectives.</p>	Charlie Croft	Executive Member for Culture, Leisure & Communities
<p><b>Response to the Residents' Parking Scrutiny Report</b>  <b>Purpose of Report</b>            To present the conclusions of the Economy and Place Policy Scrutiny committee's task group of Elected Members and to consider officer recommendation's in respect of the Scrutiny Report.</p> <p>Executive will be asked to: acknowledge findings of the Scrutiny report and consider the recommendation outlined in the report.</p>	Graham Titchener	Executive Member for Transport



**Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 12 December 2019**

<b>Title and Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Update of Housing Revenue Account Business Plan</b>                      To present the HRA Business Plan, which has been updated to reflect current priorities and the current financial requirements and investment of existing and new housing stock.</p> <p>Executive will be asked to: agree to the updated plan including the financial planning as set out in the document.</p>	<p>Paul Landais-Stamp &amp; Denis Southall</p>	<p>Executive Member for Housing &amp; Safer Neighbourhoods</p>
<p><b>City Centre Access: Phase 1 Proposals – Budget Update</b>  <b>Purpose of Report</b>                      To report back on recommendation (j) of the August Executive – <i>“To bring back to Executive the cost of the installation, operation and maintenance of the permanent measures.”</i>                      An update will also be provided on the permanent measures on Parliament St and at York racecourse (Recommendations (f) and (i)).</p> <p>Executive will be asked to: review and approve the budget for the Phase 1 permanent measures to include the future revenue budget for annual maintenance costs and monitoring / operation of the measures.</p>	<p>Catherine Higgins</p>	<p>Executive Member for Transport</p>

**Table 3: Items Slipped on the Forward Plan**

<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>	<b>Original Date</b>	<b>Revised Date</b>	<b>Reason for Slippage</b>
<p><b>Progress and Opportunities for Self and Community Build Housing</b>  <b>Purpose of Report</b>                      To give a progress update on work to enable people to provide their own housing solutions through self and community build housing, and a framework for the future delivery of additional opportunities as part of the Housing Delivery Programme.</p> <p>Executive will be asked to: consider opportunities for increasing self and community build housing in the city.</p>	<p>Tom Brittain,                      Ben Burton &amp;                      Michael Jones</p>	<p>Executive Member for Housing &amp; Safer Neighbourhoods</p>	<p>24/10/19</p>	<p>tbc</p>	<p>The report requires more work and consultation before presenting to the Executive.</p>

<p><b>Lowfield Green Care Home Procurement</b></p> <p><b>Purpose of Report</b></p> <p>To present the outcome of the procurement exercise to secure a care home developer and operator for a care home on the Lowfield Green site and recommend appointment of a bidder to be the developer of the care home.</p> <p>Executive will be asked to:</p> <ul style="list-style-type: none"> <li>• Appoint the preferred bidder to develop a care home on the Lowfield Green site</li> <li>• Agree to dispose of the care home site to the developer, by way of a long term lease.</li> <li>• Agree to enter into a care contract with the developer to purchase 25 beds in the home for a 10 year period, with the option to extend for a further 5 years.</li> </ul>	Vicky Japes	Executive Member for Health & Adult Social Care	24/10/19	tbc	Following a tender process, officers have been unable to appoint a developer. Officers need to consult the market and consider the options before the Executive can make a decision.
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**Executive****24 October 2019**

Report of the Director of Economy &amp; Place

Portfolio of the Executive Leader

**York Central Update****Summary**

1. The delivery of York Central is a city wide priority. Regeneration of this brownfield site will bring significant economic growth space and new housing, in this central, sustainable location. The importance of York Central is highlighted in the Local Plan, and in the Strategic Economic Plans of both regional Local Enterprise Partnerships.
2. In July 2019 Executive made the commitment to undertake further project development activity, working with the York Central Partnership, to ensure the scheme maintains momentum and is ready to progress into delivery phases when decisions on external grant funding are confirmed. The funding agreed by Executive enabled the appointment of a construction partner to undertake Early Contractor Involvement in developing construction detail for the phase 1 infrastructure.
3. This report provides an update on activity over the period, and sets out options for proceeding with further development activity to maintain momentum and progress towards delivery whilst the announcement of grant funding decisions is still pending.

**Recommendations**

4. Executive is asked :-
  - i. To agree Option 1 to commit £2.275m to progress work on the first phase of infrastructure up to determination of the RMA, RIBA stage 4 design with a refined fixed construction cost and submission of the WYTF+ final business case
  - ii. To accept a £1.58m LGF grant from the North Yorkshire & East Riding (YNYER) Local Economic Partnership ( LEP) and drawdown of £695k from the agreed York Central CYC capital budget to fund this work

- iii. If the YNYER LEP funding is not available then to agree Option 2 to draw down funding of £746k from the agreed York Central capital budget to fund further work through to the determination of the RMA only.

Reason: - To ensure that appropriate project development progress can be maintained towards delivery readiness on the York Central project in readiness for the determination of external grant funding being confirmed.

## **Background**

5. York Central is one of the largest brownfield sites in northern England, see plan at Annex 1. The 45ha development site will deliver; up to 2500 new homes, and the potential for 6500 jobs in grade A commercial office space. An enhanced National Railway Museum and the creation of new public spaces and community facilities directly linked to an improved Railway Station are also key project outcomes
6. The council has been instrumental in breaking the deadlock of decades and bringing York Central forward for development. The council has worked positively with partners to ensure that the development will deliver benefits to the people of York, and these will continue to be shaped by extensive public engagement. As the principal conduit for infrastructure funding and through its statutory roles as Local Planning Authority (LPA) and Highways Authority (HA) the council has significant influence and control over key future decisions and will continue to represent the views of the people of York in all partnership discussions.
7. Extensive community engagement was undertaken ahead of the planning process which showed significant support for the scheme despite its many challenges. Previous attempts by the market to bring a scheme forward on this site have floundered and, given the unique risk profile of the site, it will require public sector leadership to bring the site forward for development.
8. The scheme is being promoted by the York Central Partnership (YCP) which is made up of Network Rail (NR) Homes England (formerly the Homes and Communities Agency or HCA), the National Railway Museum (NRM) and the City of York Council (CYC).
9. Over the last 4 years YCP have developed a comprehensive masterplan for the 45ha site and have now secured Outline planning consent which will deliver up to 112,000 sq. m of commercial space and up to 2500 homes as well as a large park, public squares and an expanded Railway Museum.
10. The significant progress made to date is demonstrated by the key project milestones set out below :

- In December 2018 full council agreed to create the £155m capital budget to fund the delivery of the enabling infrastructure.
  - The council also submitted an application for £77.1m of Housing Infrastructure Funding to MHCLG.
  - In January 2019 Executive agreed the Heads of Terms of the YCP Partnering Agreement – which is now being finalised for signature by the partners.
  - In February 2019 West Yorkshire Combined Authority (WYCA) Investment Committee approved the Business case for West Yorkshire Transport Fund (WYTF+) funding (subject to conditions) and work towards a Full Business Case plus (FBC+) continues.
  - In March 2019 Planning Committee resolved to grant permission for the Outline Planning Application for the site - signing of the S016 agreement is imminent with the 6 week Judicial Review challenge period to follow.
  - On the 12<sup>th</sup> October 2019 the Department of Culture Media and Sport confirmed the award of £18.58m towards the £55m target budget for the delivery of the NRM Vision 2025 plans.
11. Further project development work has continued following this crucial planning decision in preparation for delivery :
- Detailed design of the first phase of infrastructure (Water End junction new Severus Pedestrian / Cycle Bridge, new ECML bridge and spine road) and commenced preparation of a Reserved Matters Planning Application
  - Finalisation by the LPA and Homes England /NR of the Planning S106 agreement – signature pending
  - Appointment of John Sisk as the construction delivery partner for the first phase of infrastructure to commence Early Contractor Involvement to inform final detailed design work
  - Finalisation of the York Central Partnering Agreement with signatures pending
  - Commercial Occupier brief to inform YCP delivery strategy agreed by the Executive Member for Economy and on 9<sup>th</sup> September 2019
  - Submission of a YNYERLEP LGF bid to support further design work on the first phase of infrastructure – determination expected 23 October 2019
12. The total cost of the enabling infrastructure necessary to bring the site forward for development was set out in the November 2018 Exec report as being £155m. The indicative breakdown of the key elements of the infrastructure scheme are as follows:

Table 1 Total Infrastructure Costs

Infrastructure Elements	£'000
Enabling Works including site clearance, early demolitions, utility diversions, Millennium Green preparation	11,200
Phase 1 Infrastructure including bridge access onto site, new spine road, drainage	75,800
New Park	19,000
Museum Square and Boulevard	14,400
Southern Access to Site	4,800
Compliant Station Access	3,200
Full Western Station Entrance	17,400
Leeman Road Tunnel, Marble Arch Link	1,700
Leeman Road East	700
Utilities into site	6,800
<b>Total Infrastructure</b>	<b>155,000</b>

13. Full Council established the budget in Dec 2018 to fund this core site infrastructure on York Central and allow viable development to proceed. The funding comprises a combination of external grants, previously agreed approvals, developer contributions and significant new Enterprise Zone backed borrowing of £35m. The works and funding options outlined in this report are from within this core site budget.

Table 2 York Central Budget

Funding Source	Budget	Prior Approvals	Approvals Sought	Budget Remaining
	£'000	£'000	£'000	£'000
CYC	4,662	(415)	(746)*	3,501
CYC Borrowing – Enterprise Zone	35,000			35,000
Housing Infrastructure Fund	77,100			77,100
YNYER LEP	3,110		(1,580)	1,530
WYTF Contribution	23,500			23,500
Balance – Developer Contributions, Land Values, Cost Control	11,628			11,628
<b>Total Funding Available</b>	<b>155,000</b>	<b>(415)</b>	<b>(2,326)</b>	<b>152,259</b>



\*maximum approval based on option 2

14. The WYTF Full Business Case (FBC) was conditionally agreed in February 2019 (with £23.5m for the York Central component) and this will proceed to final sign off when the procurement results in a refined fixed cost in the New Year. This requires a RIBA 4 design and a fixed construction cost. It is also conditional upon agreement of the HIF grant and a decision on this is still pending
15. All spend is phased over approximately 5 years and will use grant funding first before any EZ backed borrowing is undertaken.

### **Current Progress**

16. In July 2019 Executive agreed to release funding of £415k (with a further £335k committed by Homes England) to continue design work and fund the Early Contractor Involvement ECI for the first phase of infrastructure up to the end of November, in the expectation of a HIF decision by that time. Good progress has been made as set out below, however, a decision is still awaited from the Ministry of Housing Communities and Local Government (MHCLG), and the budget set aside to fund the further design work and ECI will be exhausted before Christmas.
17. John Sisk Ltd have been confirmed by CYC as the construction partner for the first phase infrastructure, following an OJEU compliant procurement. The initial contract is for Pre Construction Services (PCS) to enable Early Contractor Involvement (ECI). This involves workshop sessions with the construction partner and the project team to interrogate all design aspects to ensure buildability, innovation and value engineering. This will lead to design fix for the RMA and, following conclusion of the detail RIBA stage 4 design, a refined fixed cost from the contractor which will enable us to submit the final business case (FBC+) to WYCA and release funds for delivery.
18. This work is progressing and the council aim to submit an RMA in late Jan / early Feb 2020 following further public engagement.
19. The July Exec report agreed funding to maintain progress with the scheme until November 2019. It did not fund work on the RMA all the way through to determination or the RIBA stage 4 design work necessary to confirm contractor pricing and proceed through to WYCA FBC+.
20. Options for maintaining project momentum in the absence of a HIF decision are set out below :
21. **Option 1 - £2.275m (to 31 May 2020).** This will deliver
  - i. Conclusion of the ECI process to inform final designs

- ii. Proceed with the submission and determination of the RMA for the first phase of infrastructure
- iii. Pre-application engagement on the RMA planning documentation ahead of submission,
- iv. Develop detailed RIBA Stage 4 designs to provide construction information allowing a refined fixed price to be obtained for the construction costs
- v. Submission of the FBC+ to secure the WYCA funding for the construction phase.

This will be funded from £1.58m YNYER LGF grant funding and a further draw down of £695k of CYC York Central Capital Budget.

22. **Option 2 – £746k (to 31 May 2020).** This will deliver
- i. Conclusion of the ECI process to inform final designs
  - ii. Proceed with the submission and determination of the RMA for the first phase of infrastructure
  - iii. Pre-application engagement on the RMA planning documentation ahead of submission

This will be funded from a further draw down of £746k of CYC York Central Capital Budget.

23. The table below provides a summary of the option costs :

Option	1	2
	Full const. info & RMA	RMA only
Activity	£'000	£'000
Project Team	300	300
Project and programme Support	264	235
RMA submission / support	211	211
Stage 4 Design	1,500	-
<b>Total</b>	<b>2,275</b>	<b>746</b>

24. Undertaking the detailed RIBA 4 design work following the conclusion of the ECI work is necessary to confirm the refined tender price and submit the WYCA FBC+. If this is not undertaken it would lead to delays in the delivery of York Central, difficulty in achieving grant spend within the funding windows. It would also result in a reduction in the amount of retained business rates likely to be generated as part of the Enterprise Zone to fund the proposed £35m of prudential borrowing which will fund the enabling infrastructure. Any significant delay also risks cost escalation on the construction contract as the tendered

rates are only valid for 12 months. This represents a significant level of additional project risk.

25. Following the Executive in July 19, CYC applied to YNYER LEP for £1.58m of Local Growth Funding (LGF) which would contribute to funding option 1. This application will be determined at the Investment Committee on 23 October 2019 and a verbal update will be brought to Executive.
26. Both options require further spending at risk to maintain momentum. Greater progress can be made with support from YNYER LEP to deliver Option 1. Without this grant support, the increase in the council's cost exposure would be significant. It is therefore recommended that, subject to the agreement of grant funding by YNYER LEP, Executive agree Option 1.
27. If this support is not agreed by YNYER LEP then it is recommended that Executive agree Option 2 to enable progress with the RMA application, to mitigate delivery risk and delay without increasing the exposure of the council, where HIF funding is still not confirmed.
28. The York Central Partnership has agreed Heads of Terms to work jointly to deliver the scheme and all partners have already made significant investments at risk. Network Rail has already spent £5.842m so far on land assembly, rail relocation works, rail design for enabling works/relocations, planning, legal and consultant's fees.
29. Homes England has committed £18.9m towards land assembly and has contributed a further £355k towards the planning costs of the site, on top of a previous £200k contribution in 2018. In addition Homes England have agreed a further budget of £7.6m subject to the HIF decision and are investing in the establishment of a dedicated delivery team. Though some of this investment is backed by asset acquisitions these will not be realised unless the scheme is developed out so are "at risk" at this stage.
30. The NRM have spent £1.95m on their Vision 2025 masterplan for their museum development scheme and they have now secured a £18.58m DCMS grant to commence delivery of their £55m scheme. As an important cultural anchor they will continue to help shape the overall scheme and integrate their plans with the development of York Central, but their role differs from the major land owners NR and Homes England and from the Council as the custodian for a new part of the city and an enabler of the future scheme. As a Charitable organisation, NRM cannot undertake any development activity on non-Museum land, so NRM will not share in either the York Central development costs or receipts. The NRM have disposed of their surplus land assets to Homes England in order to integrate the land into the overall scheme and facilitate the early phases of the Vision 2025 development plans.

## Council Plan

31. The project will assist in the creation of a Prosperous City for All, and being a Council that listens to residents particularly by ensuring that :
- I. Everyone who lives in the city can enjoy its unique heritage and range of activities.
  - II. Residents can access affordable homes while the greenbelt and unique character of the city is protected.
  - III. Visitors, businesses and residents are impressed with the quality of our city.
  - IV. Local businesses can thrive.
  - V. Efficient and affordable transport links enable residents and businesses to access key services and opportunities.
  - VI. Environmental Sustainability underpins everything we do.
  - VII. We are entrepreneurial, by making the most of commercial activities.
  - VIII. We engage with our communities, listening to their views and taking them into account.

## Implications

### Financial –

32. In December 2013 Members agreed to earmark £10m towards the delivery of York Central. Currently £5,753k has been released to support technical work, masterplan development through to planning, land acquisition costs and site preparation works. There have also been other grant contributions from WYTF, Homes England, One Public Estate, LCR LEP, YNYER LEP and Department for Communities and Local Government (DCLG) EZ funding.
33. The proposed changes recommended in this report would increase the CYC approvals by £695k for option 1 or £746k for option 2. It should be noted that the report to Executive in July 2019 had reduced the CYC approvals by £835k so either increase proposed in this report remains below previously agreed levels. The proposed approvals take total funding to a maximum of £13,434k.

	Option 1		Option 2	
	£'000	£'000	£'000	£'000
CYC – (£10m Allocation)				
Land purchase approval	1,014		1,014	
NRM Masterplan contribution	200		200	
Other Approvals	<u>5,234</u>		<u>5,285</u>	
Total CYC		6,448		6,499
YNYER LEP		4,470		2,890
WYTF Contribution		947		947
OPE Grant		250		250

Homes England Grants		1,084		1,084
LCR LEP Grant		200		200
DCLG EZ		35		35
<b>Total Funding Available</b>		<b>13,434</b>		<b>11,905</b>

Table 3 York Central Funding

## 34. Actual expenditure to Sept 2019 and current forecast

	Option 1 Expenditure £'000	Option 2 Expenditure £'000
2015/16	112	112
2016/17	1,565	1,565
2017/18	2,197	2,197
2018/19	4,764	4,764
2019/20 to 30/09/2019	910	910
Estimated Remaining Expenditure to 31/05/2020	3,886	2,357
<b>Total</b>	<b>13,434</b>	<b>11,905</b>

Table 4 York Central Expenditure

35. Any CYC funding will be at risk until the Partnering Agreement is signed and the scheme progresses into delivery. If the HIF funding is not forthcoming and if the scheme does not go ahead then an element of these costs would be classed as abortive and need to be written off back to revenue.
36. The potential level of abortive costs is assessed at £4,485k based on expenditure to May 2020. This is a significant sum in the context of the overall council finances however this would be mitigated by EZ retained business rates already collected at the site (estimated at £1.3m to the end of 2019/20) as well as future more limited development on the site from the existing infrastructure. Executive has also agreed to set aside up to £3m of the Venture Fund to support the EZ borrowing which would not be required if the scheme were not to progress.

**Human Resources (HR)** – none

**Equalities** – Equalities impacts were considered in the OPA and will be considered in the RMA for the first phase infrastructure

**Legal** – As identified in the report there are two options to proceed in delivering the first phase of infrastructure. The legal risks associated with each option are as follows:

The procurement of the construction partner for phase 1 infrastructure works has been carried out using the YORCivils2 Framework and was structured in

such a way that ensures the resulting contractual arrangements will not expose the Council to further risk should the HIF funding not be approved. The Council has entered into the Pre-construction Services Contract (for ECI services in the first instance) with the successful bidder without an obligation to enter into the further two contracts for the construction phase with that bidder, should funding not be available to do so. Therefore there is low risk of challenge from a procurement or contractual perspective should option 1 or 2 be chosen.

The YNYER Funding Agreement requires CYC to carry out the Project Activities specified within the Application within the timescales set out in the Project Programme and achieve the Milestones and Project Outputs within the time limits set out in the Agreement. Not doing so would constitute an Event of Default, for which YNYER would be entitled to suspend payment, reduce payment, cease payment and require repayment of funds or terminate the agreement.

There is an absolute requirement for CYC to notify YNYER if it:

- i. becomes aware that it will be unable to make a Grant Claim;
- ii. there is an event which may adversely affect the carrying out and/or Completion of the Project Activities; or
- iii. There is an event which may adversely affect the Delivery of the Project by the Agreed Project Completion Date.

CYC have the opportunity to agree Changes with YNYER in respect of the Milestones and Project Outputs, which should be pursued in order to avoid the risk of future issues in respect of the matters outlined above.

**Information Technology (IT) - none**

**Crime and Disorder - none**

**Property – none**

## **Risk Management**

37. In September 2019 Audit and Governance Committee undertook a comprehensive review of risk management arrangements for the York Central project.
38. The previous report in July 2019 detailed the key risks of the project progressing and they are still considered to be relevant at this time.

## Contact Details

### Author:

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### Chief Officer Responsible for the report:

Neil Ferris – Director of Economy and Place  
Report approved: ✓ Date: 15/10/19

### Specialist Implications Officers:

Financial – Patrick Looker  
Finance Manager  
Tel No. 551633

Legal – Cathryn Moore  
Legal Manager – Projects and Governance  
Tel No.552487

**Wards Affected:** Holgate, Micklegate

**For further information please contact the author of the report**

### Background Papers:

#### Previous Executive Reports:

15 November 2017-	York Central – Preferred Access Route and Preparation for Planning
15 March 2018 -	York Central - York Central Access Construction
21 June 2018 -	York Central Master Plan and Partnership Agreement
30 August 2018 -	York Central Update - Western Access
29 <sup>th</sup> November 18 -	York Central Enterprise Zone Investment Case
17 <sup>th</sup> January 19 -	York Central Partnership Legal Agreement
18 <sup>th</sup> July 2019 -	York Central Partnership Update

### List of Abbreviations

CYC - City of York Council  
ECI - Early Contractor Involvement  
EIF – Economic Infrastructure Fund  
EZ – Enterprise Zone  
FBC+ - Financial Business Case with full costings  
HE – Homes England  
HIF - Housing Infrastructure Fund  
HA - Highways Authority  
LCR - Leeds City Region  
LEP - Local Economic Partnership  
LGF – Local Growth Fund

LPA - Local Planning Authority

MHCLG –Ministry of Housing Communities and Local Government

NR – Network Rail

NRM - National Railway Museum

OPA – Outline Planning Application

PSC – Pre-Contract Services Contract

RIBA –Royal Institute of British Architects

RMA – Reserved Matters Application

WYCA – West Yorkshire Combined Authority

WYTF – West Yorkshire Transport Fund

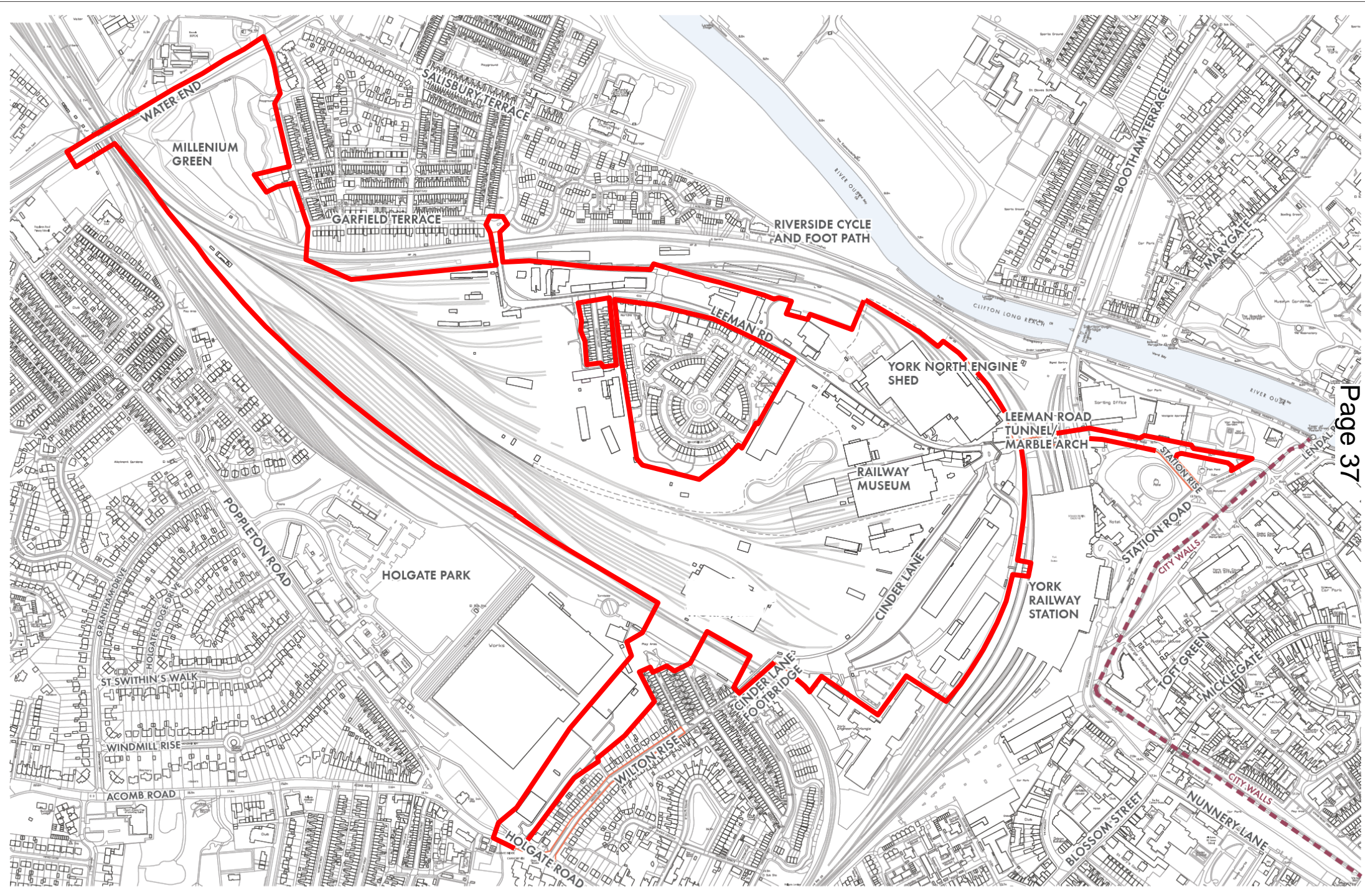
YC - York Central

YCP - York Central Partnership

YNYER – York, North Yorkshire & East Riding



Annex 1: Outline Planning Application Site Boundary



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**Executive****24 October 2019**

Report of the Deputy Chief Executive  
Portfolio of the Leader Executive Member for Policy, Strategy and  
Partnerships

**The Council Plan 2019-2023****Summary**

1. This report presents a proposed Council Plan to cover the period 2019-2023.
2. It has been developed based on consultation with Executive Members, Council Officers, city partners and residents.
3. The plan will act as the council's corporate strategy, shaping and prioritising our work, and as a guide to those who work with us to help identify shared priorities and opportunities.

**Recommendations**

4. The Executive is asked to:
  - 1) Agree option 1, which approves the plan at Annex A for onward consideration at full council.  
Reason: to progress the development of the Council Plan for the next 4 years

**Background**

5. A report to Executive in July outlined a proposed approach to developing the next council plan. This presented an Outcomes Framework of 8 areas which would be used to structure the plan and described the approach to consultation to gather the input of city partners, residents and businesses. Executive agreed the proposed approach.

## **Consultation**

6. Consultation to inform the plan has been carried out in several streams. Firstly, an online and location based consultation took place between 12 August to 15 September. 728 people accessed the survey online, with 353 people providing a total of around 6000 comments across the 8 outcome areas. People also provided comments on consultation boards at locations across the city. A summary of this feedback is included at Annex B, with the full responses (180 pages) available on the York Open Data platform. This information provides some clear commonly-held perspectives on what each outcome means to people, what the council could do to support it, and what other people could do.
7. Secondly, discussions have been held with Executive Members to understand the policy priorities over the coming 4 years and ensure these are accurately reflected.
8. Thirdly, discussions with council officers have provided insight into existing work programmes, projects and planned work to allow assessment of the degree to which the 8 outcomes are already being addressed and highlight any gaps.
9. The combination of this information across these three consultation areas has informed the development of the proposed plan.

## **Monitoring, reporting and reviewing**

10. The progress of the plan will be monitored through the council's Performance Management Framework, attached at Annex C. This includes the quarterly Finance and Performance reporting to Executive which will report directly against the 8 outcome areas.
11. To facilitate this, a set of Key Performance Indicators are included against each outcome. These are not all necessarily directly within the control of the council, nor do they exclusively relate to council services. But they do give an indication of whether progress is being made against each outcome at a city level.
12. As the plan will be used for 4 years, there will be significant change over that period. The context and, particularly, the actions will change over time and the plan will be reviewed annually to ensure it remains current. This may include updating the context and adding in new actions which are required to help achieve the outcomes.

## **Launching the Plan**

13. We recognise that the value of the plan is not in the document itself but the degree to which it influences activity across the council and city over the next 4 years. The launch and communication of the plan is, therefore, very significant for the council.
14. Once the plan is approved, it will be put within the council's branding in an engaging and readable format. This will, inevitably, be a fairly long document so we will also produce a shorter summarised version and a "plan on a page". We would expect these more summarised versions to be the ones which are referred to most frequently.
15. There will be a programme of communications activity within the council to embed the plan within the working of all our teams and as a guide to our working with partners.

## **Options**

16. Option 1 is to approve this plan at Annex A and refer to Council in order that it is adopted.
17. Option 2 is to suggest amendments or additions.

## **Analysis**

18. Option 1 is the acceptance that the plan represents Executive's approach and programme of work to bring about the outcomes highlighted within the plan. This is the recommended option.
19. Option 2 identifies any required changes, if the plan is not felt to meet Executive's requirements.

## **Implications**

20. The impacts of this plan at a high level are further considered within the Making Better Decisions Tool at Annex D. Whilst the plan will impact on all the standard areas listed below, most of the policies and activities included will require separate decisions from Executive or Executive Members. As these decisions are brought forward, the full implications and impacts of each will be further analysed.

- **Financial** – within the content of the draft plan (Annex A)
- **Human Resources (HR)** within the content of the draft plan (Annex A)
- **One Planet Council / Equalities** within the content of the draft plan (Annex A)
- **Legal** within the content of the draft plan (Annex A)
- **Crime and Disorder** (within the content of the draft plan (Annex A)
- **Information Technology (IT)** within the content of the draft plan (Annex A)
- **Property** – within the content of the draft plan (Annex A)

## Risk Management

21. There are no identified risks in respect of the plan itself. However, as above, the specific risks related to the policies and activities proposed in the plan will be further outlined within the decision making process required for each.

## Contact Details

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**Chief Officer Responsible for the report:**

**Ian Floyd**  
**Deputy Chief Executive**

**Report**  **Date** 11/10/19  
**Approved**

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

**All**

**For further information please contact the author of the report**

## Background Papers:

Developing the Next Council Plan – Executive – July 2019

<https://democracy.york.gov.uk/ielIssueDetails.aspx?IId=56460&PlanId=0&Opt=3#AI52365>

Council Plan Consultation 2019 - Report Annex - Full Comments

<https://data.yorkopendata.org/dataset/council-plan-consultation-september-2019>

## **Annexes**

Annex A – Draft Council Plan 2019-2023

Annex B – Summary of Consultation Responses

Annex C – The Council's Performance Management Framework

Annex D – Making Better Decisions Tool

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# City of York Council Plan 2019-23

## Making History, Building Communities

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## Introduction

# Making History, Building Communities

City of York Council exists for one purpose – to support the best quality of life for our residents, now and in the future. We are fortunate to have a fantastic city which provides a great place to live for many of our residents. Our heritage is world renowned, our culture is unique and our economy is strong. For those of us who live and work in York, we know, however, that it is our communities that, ultimately, make York what it is.

There is a huge amount to be proud of in our city and at times, we need to be more positive about what we can collectively achieve. Despite our strengths, we know that life in the city is not always great for some of our residents and unfortunately, some people do not share in the successes of our city. Educational, health and economic outcomes, for some people, can be much improved. As a city, we cannot be satisfied until everyone has as equal a chance to achieve their ambitions. Seeking to address this issue has to be a key priority to make our city strong for the future.

We cannot overestimate the challenges that our city, the UK, Europe and the world faces over the coming decades. The Climate Emergency is an existential threat to us all. There will be difficult choices to be made and a need for us to reconsider how we live, work and do business in the city. But in doing so, we will become a more resilient, healthier and more sustainable city, with the many benefits which this brings.

The Council cannot address these challenges alone, nor should it try to. The best outcomes for the city can only be achieved through coordinated action between our residents, communities, businesses and local organisations. The Council has a key role in coordinating, convening and shaping these discussions, working with all parties to deliver the best for the city.

This plan does not have all the answers to all the challenges. However, it sets out a framework for the outcomes we think we need to see for all residents to enjoy the best quality of life. We look forward to working with the whole city to build on our strengths and protect York's unique character for the future, whilst addressing the inequalities and creating the best quality of life for all our residents. We hope you share our ambition to make it happen.

Leader, Deputy Leader, CEO

## About this plan

This plan has been developed to cover the next 4 years. It is intended to shape the activity within the Council, acting as a guide for us to prioritise resources and the monitor progress made.

It is also intended as a guide for partner organisations, businesses, communities and residents to help identify shared objectives and areas of interest, so we can work together more effectively.

For most people, a 'good' place offers them access to quality education and opportunities, a decent job and standard of living, a sense of fairness and inclusion, good health and wellbeing, a high quality environment, sustainable transport, strong culture and a safe community.

The plan recognises this and is structured around 8 core outcomes, which in turn reflect the key components of a good quality of life for our residents.

These are:

- A Greener and Cleaner City
- Good Health and Wellbeing
- A Better Start for Children and Young People
- Well-paid jobs and an inclusive economy
- Getting around sustainably
- Creating homes and World-class infrastructure
- Safe Communities and culture for all
- An open and effective Council

Based around and mapped to a range of international frameworks, these outcomes cover all the key aspects of life in the city. They are not prioritised in an order, as they all must be addressed and work in balance to give people the best quality of life.

The final outcome, "An open and effective Council" describes how we will work, as a Council, to deliver the other 7 outcomes.

This focus on outcomes, rather than just on the services we provide, will help the Council and our partners work better together, rather than as a collection of individual services and activities.

Lastly, the plan will guide us in measuring the city's success in ways that genuinely reflect the things people value most.

# City of York Council Plan 2019-2023



Working together...

<p><b>Well-paid jobs and an inclusive economy</b></p> <ul style="list-style-type: none"> <li>• Deliver a New Economic Strategy</li> <li>• Review approach to Financial Inclusion</li> <li>• Align with Make it York on Economic Strategy</li> <li>• Create a community business representative role</li> <li>• Develop sustainable and ethical procurement policies</li> <li>• Align the Adult Skills agenda with the new Economic Strategy</li> <li>• Promote vocational education in sustainable building</li> <li>• Work across the region to secure devolution</li> <li>• Identify options for a Tourist Levy</li> <li>• Create new commercial spaces</li> </ul>	<p><b>A Greener and Cleaner City</b></p> <ul style="list-style-type: none"> <li>• A new climate change committee and strategy</li> <li>• A road map to zero carbon by 2030</li> <li>• Prioritise street level and environmental services</li> <li>• Review waste collection options</li> <li>• Align strategies to protect the environment</li> <li>• Supplementary Planning Guidance on zero carbon building</li> <li>• Review single use plastic</li> <li>• Mitigate and adapt to extreme weather events</li> </ul>	<p><b>Getting Around Sustainably</b></p> <ul style="list-style-type: none"> <li>• Review city-wide sustainable public transport options</li> <li>• Lobby for investment in rail connectivity</li> <li>• Identify options to move fleet to low/zero carbon</li> <li>• Expand York's electric vehicle charging point network</li> <li>• Work in partnership to deliver low/zero carbon transport</li> <li>• Use digital technology to enhance transport systems</li> <li>• An interchange as part of York Rail Station frontage project</li> <li>• Implement York's first Clean Air Zone</li> <li>• Enhanced resident parking and pay-on exit at CYC car parks</li> <li>• Review potential to extend operation of Park and Ride sites</li> <li>• Identify opportunities to make bus travel more convenient</li> </ul>
<p><b>Creating Homes and World-class Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Deliver the Local Plan</li> <li>• Progress the Community Stadium, York Central, Castle Gateway, Guildhall, and Housing Delivery Programme</li> <li>• Deliver a greater number of affordable homes</li> <li>• Use the new Design Manual 'Building Better Places'</li> <li>• Ongoing programme of improvements to Council homes</li> <li>• Deliver housing to meet the needs of older residents</li> <li>• Review HMO licensing</li> <li>• Prioritise support for rough sleepers</li> <li>• Progress Digital York and enhance connectivity in the city</li> <li>• Work with York Central Partnership to get the best for York</li> </ul>	<p><b>Our City Outcomes</b></p> <p>Supporting a good quality of life for everybody</p>	<p><b>Good Health and Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Contribute to MH, LD and H&amp;WB Strategies</li> <li>• Improve mental health support and People Helping People</li> <li>• Support individuals' independence in their own homes</li> <li>• Continue the older people's accommodation programme</li> <li>• Support substance misuse services</li> <li>• Invest in social prescribing, Local Area Coordinators and Talking Points</li> <li>• Open spaces available to all for sports and physical activity</li> <li>• Make York an 'Autism friendly' city</li> <li>• Embed 'Good Help' principles in services</li> <li>• Safeguarding a priority in all services</li> </ul>
<p><b>A Better Start for Children and Young People</b></p> <ul style="list-style-type: none"> <li>• Strengthen work to build family resilience</li> <li>• Continue the improvement of children's social care</li> <li>• Prioritise improved outcomes for our most disadvantaged</li> <li>• Work across sectors to improve apprenticeships and in-work progression</li> <li>• Tackle rise in Mental Health issues</li> <li>• Focus on Early Years and its impacts</li> <li>• Give young people access to a full culture and arts offer</li> <li>• Increase the number of foster carers and adopters</li> <li>• Improve play and sports provision for young people</li> <li>• Develop a York Citizenship offer</li> </ul>	<p><b>An Open and Effective Council</b></p> <ul style="list-style-type: none"> <li>• Ensure strong financial planning and management</li> <li>• Undertake an Organisational Development programme</li> <li>• Continued emphasis on absence management and wellbeing</li> <li>• Deliver the Council's digital programme</li> <li>• Maintain commitment to apprenticeship programme and real Living Wage</li> <li>• Design processes around needs to residents, businesses and communities</li> <li>• Prioritise the delivery of schemes at a ward level</li> <li>• Use procurement approaches to address climate emergency and secure social value</li> <li>• Review the Council's current governance structures</li> </ul>	<p><b>Safe Communities and Culture for All</b></p> <ul style="list-style-type: none"> <li>• Enable communities to take ownership of improving their local area</li> <li>• Expand the 'People Helping People Scheme'</li> <li>• Explore social prescribing at a local level to tackle loneliness</li> <li>• Use MyCityCentre to define for an improved city centre</li> <li>• Develop the cultural and sporting offer</li> <li>• Deliver an inclusive cultural strategy</li> <li>• Support investment in our cultural assets</li> <li>• Work with the Police and others to make York safer</li> <li>• Review the Council's approach to equalities</li> </ul>

To improve...

And make a difference

# City of York Council Plan 2019-2023



## Key Performance Indicators

These indicators will be used to show us how we are progressing towards the outcomes as a city

Good Health and Wellbeing	Adults that are physically active for 150+ moderate intensity minutes per week
	% of children in Reception recorded as being obese
	Overall satisfaction of people who use services with their care and support
	Healthy Life expectancy at birth - Female / Male (slope Index).
	Proportion of adults in contact with secondary MENTAL health services living independently
Well-paid jobs and an inclusive economy	Adult Social Care - attributable Delayed Transfers of Care
	Median earnings of residents - Gross Weekly Pay
	Business rates - rateable Value
	% of working age population in employment (16-64)
	New jobs created
Getting around sustainably	% of vacant city centre shops compared to other cities
	% of working age population qualified - to at least L4 and above
	% of working age population qualified - to at least L2 and above*
	GVA (Gross Value Added) per head (£)
	P&R Passenger Journeys / Local bus passenger journeys
A Better Start for Children and Young People	Area Wide Traffic Levels (07:00 -19:00) (Excluding A64)
	Index of cycling activity (12 hour) / % of residents actively cycling and national comparisons
	Index of pedestrians walking to and from the City Centre (12 hour in and out combined)
	% of customers arriving at York Station by sustainable modes of transport
	% of ROAD and pathway network that are grade 4 and below (poor and below) - Roadways / Pathways
A Better Start for Children and Young People	%pt gap between disadvantaged pupils (eligible for FSM in the last 6 years, looked after and adopted from care) and their peers achieving 9-4 in English & Maths at KS4
	% of 16-18 year olds who are NEET who do not have L2 qualification
	Secondary school persistent absence rate
	Voice of the Child - 2 Indicators (Service usage / Life opportunities)
	% of children who have achieved a Good level of Development (GLD) at Foundation Stage
A Better Start for Children and Young People	GCSE Results (% of pupils achieving 9-4 in English and Maths at KS4)
	Education Progression (Average Progress 8 score from KS2 to KS4)

A Greener and Cleaner City	% of Talkabout panel who think that the council are doing well at improving green spaces
	No of trees planted (City and Council level Indicator)
	% of Household waste that is sent for reuse, recycling or composting
	Residual (non-Recyclable) household waste (kg per HH)
	Incidents - Flytipping / Rubbish / Cleansing (includes dog fouling, litter) / Graffiti - On Public/Private Land
Creating homes and World-class infrastructure	Citywide KPI on air quality
	Carbon emissions across the city
	Level of CO2 emissions from council buildings and operations (Net emissions)
	Flood Risk properties assessed at lower level than 2019 baseline
	Average number of days to re-let empty Council properties (excluding temporary accommodation)
Safe Communities and culture for all	Net Additional Homes Provided
	Net Housing Consents
	Number of new affordable homes delivered in York
	Superfast broadband availability / Average Broadband Download speed (Mb/s)
	Energy efficiency: Average SAP rating for all Council Homes
An open and effective Council	Number of homeless households with dependent children in temporary accommodation
	Number of Incidents of ASB within the city centre (ARZ)
	% of Talkabout panel satisfied with their local area as a place to live
	% of Talkabout panel who agree that they can influence decisions in their local area
	% of Talkabout panel who give unpaid help to any group, club or organisation
An open and effective Council	All Crime per 1000 population
	Visits - All Libraries / YMT
	Parliament Street Footfall & Secondary Centre Footfall
	Forecast Budget Outturn (£000s Overspent / -Underspent)
	Average Sickness Days per FTE - CYC (Excluding Schools)
An open and effective Council	Number of days to process Benefit claims (currently Housing benefit)
	Customer Services Waiting Times (Phone / Footfall / Webchat / Satisfaction etc)
	% of complaints responded to within timescales
	CYC Apprenticeships
	FOI & EIR - % In time

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## UN Sustainable Development Goals

For the first time, our Council Plan is mapped to the UN Sustainable Development Goals, in order to reflect our priority to make York an exemplar sustainable city. These goals act as an internationally recognised blueprint to achieve a better and more sustainable future for all, allowing a different perspective on how we are developing as a city. It will also allow us to contribute to local or national reporting on the UN Sustainable Development goals.

The outcomes and the global goals correspond as follows:

Greener and Clearer	GOAL 7: Affordable and Clean Energy GOAL 12: Responsible Consumption and Production GOAL 13: Climate Action GOAL 14: Life Below Water (not relevant) GOAL 15: Life on Land
Good Health and Wellbeing	GOAL 3: Good Health and Well-being
Better Start	GOAL 3: Good Health and Well-being GOAL 4: Quality Education GOAL 10: Reduced Inequalities
Jobs and Economy	GOAL 1: No Poverty GOAL 2; No Hunger GOAL 8: Decent Work and Economic Growth GOAL 9: Industry, Innovation and Infrastructure
Getting around sustainably	GOAL 11: Sustainable Cities and Communities
Creating Homes and World-class infrastructure	GOAL 6: Clean Water and Sanitation GOAL 11: Sustainable Cities and Communities
Safe Communities and culture for all	GOAL 5: Gender Equality GOAL 10: Reduced Inequality GOAL 16: Peace and Justice Strong Institutions
An Open and Effective Council	GOAL 17: Partnership for the goals



### **Monitoring progress and updating the plan**

Against each outcome are a set of key indicators which will demonstrate the progress of the city towards the outcome. These are not all within the direct control of the Council and a positive or negative direction of travel will not be purely associated with actions related to this plan. However, they will provide an indication of whether the plan is looking at the right things and whether any changes or additional actions are needed.

These indicators will form the core structure of the Council's reporting framework on a quarterly basis.

The plan will be reviewed annually to identify progress and to update any changed activity identified.

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## **OUTCOME – A GREENER AND CLEANER CITY**

### **Outcome Definition**

York's environment is protected and enhanced through investment in the Council's frontline services working towards becoming a carbon neutral city by 2030

### **Narrative**

York's rich built and natural environment underpins people's quality of life and attracts millions of visitors to the city each year. Protecting and enhancing these environments for existing and future generations is a key priority for the Council and our residents. A range of frontline services help protect green spaces and improve the quality of streets, alongside the important contribution that citizens, community groups and local businesses make.

In March 2019, the Council declared a climate emergency in response to global warming and UN's IPCC report of September 2018 on climate change. In response, the Council committed to reduce the city's carbon emissions to net zero by 2030. The scale of the challenge cannot be overestimated. The Council has a key role in creating an environment where people make sustainable choices about the way they live and work. We also have a responsibility to make our own services as carbon-efficient as possible.

We recognise that in order for people to help reduce emissions, services which support residents to reduce waste, recycle, save energy, travel safely and help to maintain clean and green neighbourhoods, have to be prioritised. As a city, we must work together to enhance our environment and communities.

Extreme weather events like flooding and heat waves are a consequence of global warming and York is no stranger to the devastation that flooding can bring. As temperatures rise further, so too will the frequency of such events. York must continue to mitigate and adapt to minimise future impacts.

### **What is the council going to do?**

- Support a new Climate Change Policy and Scrutiny Committee, which will develop a set of recommendations to support carbon reduction, alongside additional officer capacity to drive progress
- Develop a plan showing the Council's own road map to net zero carbon, enhancing the energy efficiency of Council owned buildings and assets, and increase the amount of energy generated from renewable sources on Council owned buildings and assets
- Prioritise street level service and the street environments, such as street cleaning and enforcement activity against litter, dog fouling and graffiti, through additional staffing and increased resources.
- Review waste collection to identify options to provide green bins to more houses, kerbside food waste collection and the range of plastics currently recycled.
- Ensure the emerging Local Plan, Biodiversity Action Plan, Tree strategy, Green Infrastructure Strategy and Local Transport Plans protect and enhance York's built and natural environment
- Develop supplementary planning guidance on zero carbon building
- Review how the Council can reduce or remove all single-use plastic in its operations

- Ensure emerging plans and strategies have appropriate emphasis on mitigation and adaptation to an increased prevalence of extreme weather events

**Key outcomes – what will be different in 4 years?**

- York's built and natural environment is enhanced through protected and improved green spaces, and improved quality of streets and public spaces
- Options for sustainable transport, including public transport and rail, are improved to help reduce the need for car travel in the city
- Significant tree-planting has created new areas of woodland, taking in CO<sub>2</sub> to support the city becoming carbon neutral
- Waste is managed more sustainably, through increased recycling, with a target of no single use plastics in any Council operations
- A clear path to carbon neutrality by 2030 is understood with a focus on sustainable living
- Better air quality within the City that meets WHO health based limits, supported by York's first Clean Air Zone
- Further mitigation and adaptation to extreme weather events, such as flooding and heat waves has been completed, with significant investment in York's flood defences

**How are we going to measure progress?**

- Percentage of people who think that the council are doing well at improving green spaces
- Number of trees planted
- Percentage of Household waste that is sent for reuse, recycling or composting
- Amount of residual (non-recyclable) household waste per household
- Number of incidents of Flytipping / Rubbish / Cleansing (includes dog fouling, litter) / Graffiti
- Air Quality
- Carbon emissions across the city
- Level of CO<sub>2</sub> emissions from council buildings and operations
- Flood Risk properties assessed at lower level than 2019 baseline

<b>OUTCOME – GOOD HEALTH AND WELLBEING</b>
<b>Outcome Definition</b>
Every resident enjoys the best possible health and wellbeing throughout their life
<b>Narrative</b>
<p>The residents of York are our greatest assets and their health and well-being is a top priority.</p> <p>Residents are generally healthy and the strengths and abilities each person has are key assets in their own wellbeing, affecting their ability to participate fully in society and their productivity. It is important to recognise that everyone has gifts they can bring to enhance their own wellbeing and that of those around them. We know that 80% of a person's health is determined by wider factors rather than by health or care services. However, there are communities within our city whose health and wellbeing outcomes fall short of those enjoyed by the majority and we work hard to reduce those inequalities.</p> <p>We seek to be a naturally healthy place, emphasising prevention through encouraging behaviour change and mobilisation of assets (people, buildings and place). We focus on community models of support, underpinned through volunteering and social action.</p> <p>We work closely with our partners in the health and care systems, especially in the voluntary and independent sector, to plan for good health and care, to meet challenges when they arise and to look to the future. We are also building on the strengths found in our communities which are many and varied.</p> <p>We invest in the mental and physical health of our communities, helping them to build on what is already there with Social Prescribing, Local Area Coordinators, and Talking Points, which make help and advice quickly and simply available.</p> <p>We also focus on safeguarding, especially for our most vulnerable people, in order to keep residents as safe from harm as possible.</p>
<b>What is the council going to do?</b>
<ul style="list-style-type: none"> <li>• Contribute to the development and delivery of Mental Health, Learning Disability and Health and Wellbeing Strategies</li> <li>• Improve mental health support, including mental health first aid, and encourage volunteering, including our People Helping People initiative to help improve mental health and tackle loneliness</li> <li>• Use innovative strategies to support individuals' independence, health and wellbeing, enabling people to stay in their own homes or communities for longer and significantly reducing admission rates to residential care.</li> <li>• Continue the roll-out of the older people's accommodation programme, to provide accommodation for whole life independence; supporting and promoting the Age Friendly York programme. This seeks to create an environment enabling people to live healthy and active lives and encourages communities to treat people with respect, regardless of their age</li> <li>• Continue to support substance misuse services to improve public health and support some of the most vulnerable in our society</li> </ul>

- Invest in ward level social prescribing to tackle loneliness and isolation, and work with partners to make our communities dementia friendly This will include the continued expansion of our Local Area Coordinators and Talking Points, making them accessible to residents in all areas of the city
- Open spaces will be available to all for sports and physical activity, including healthy walking, outdoor gyms and green spaces, which improve both physical and mental health and wellbeing.
- Make York an 'Autism friendly' city by helping local businesses and facilities to achieve the Autism Access Award and support our communities to be Dementia Friendly.
- Support all areas of the Council to embed 'Good Help' principles in the services that they deliver
- Ensure that effective safeguarding is made a priority for all Council services, in order to be sure people are safe across the city

#### **Key outcomes – what will be different in 4 years?**

- Our local asset-based approach will be fully embedded by organisations, health partners and communities.
- There will be a broader recognition and commitment to improved mental health outcomes - from support in school, through to tackling isolation in older age, both from the statutory services and the voluntary sector
- We will increase the emphasis on the wider determinants of health, by understanding that how the city runs, how people live their lives and interact with one another and the way the Council creates, protects and enhances the environment which has positive impacts on the health and wellbeing of York's population.
- Health and wellbeing will continue to be a key driver in everything we do as a city - from the design of housing and infrastructure through to ensuring that transport options meet the needs of the most vulnerable
- Greater integration of services will mean that those in need move seamlessly through a community-based system, taking advantage of innovation to ensure that the service users and their support networks receive the help they need
- A broader range of opportunities to support healthy lifestyles will be developed such as walking trails, sports facilities, exercise for all ages along with dietary advice

#### **How are we going to measure progress?**

- Proportion of adults that are physically active
- Percentage of children in reception recorded as being obese
- Overall satisfaction of people who use services with their care and support
- Healthy Life expectancy at birth
- Proportion of adults in contact with secondary mental health services living independently
- Number of Adult Social Care - attributable Delayed Transfers of Care

**OUTCOME Title - A Better Start for Children and Young People****Outcome Definition**

Families, carers and schools are supported so that every child and young person has the opportunity to develop, learn and achieve their aspirations.

**Narrative**

We want all our children to live in a city which enables and supports them, their families and communities, to achieve and celebrate success, adapt to change and be resilient.

The early stages of life determine a child's future chances. Most of York's children and young people have a healthy start, then thrive and grow into adulthood with confidence and resilience. But some of them are not so fortunate, grow up in challenging circumstances and are unable to make the most of learning and life's chances.

York's strong education system has some of the best performing schools in the country, two excellent colleges and two world-class universities. This enables most of our children and young people to reach levels of attainment above the national average, and the city's residents have the highest levels of graduate skills in the North.

Most children and young people here achieve and make progress with confidence to further and higher education, employment or apprenticeships, but a small number do less well. While results for our most disadvantaged children and young people are improving slowly, the pace must increase if we are to narrow the attainment gap between our most vulnerable children and young people and their peers.

The Council and its safeguarding partners have a statutory duty to promote the welfare of children, keeping them safe and acting quickly if they are at risk of harm. Our children's services are on an ambitious improvement journey, seeking the best outcomes for York families, and putting the voice of our children and young people at the core of all we do.

Many aspects of children and young people's lives, from self-esteem and stress levels to coping with life, are influenced by their emotional and mental wellbeing. Nationally and locally, children's mental health issues affect their daily lives and learning more and more. The Council works with our universities, colleges and schools to provide appropriate support for children and young people with mental health problems.

**What is the council going to do?**

- Continue to strengthen the work of communities, local organisations and agencies so that families become more resilient and able to find solutions rather than depending on services.
- Continue the improvement of children's social care to provide excellent services for vulnerable young people and aim to be excellent corporate parents
- Continue to prioritise gaining improved outcomes for our most disadvantaged children and young people in the city.

- Use opportunities with businesses, educators and skills providers to gain the right mix of apprenticeships and in-work progression, besides attracting new businesses and innovation to the city to create more high value jobs.
- Work with our partners to identify and tackle issues relating to the rise in mental health problems in the city.
- Continue to focus on the importance of the early years and the impact that this stage of life has on a child's development and future outcomes.
- Develop a cultural strategy which sets the ambition for every child and young person to be able to access a full and rounded arts and cultural offer.
- Increase the number of foster carers and adopters in York by improving take-up.
- Improve play and sports provision for young people including play equipment at parks and suitable open spaces across York.
- Develop a York citizenship offer in conjunction with schools in the city.

#### **Key outcomes – what will be different in 4 years?**

- A strong, quality Early Years sector will engage our most vulnerable children, with increased take-up of the entitlement to free two year old education places.
- Children and young people will have a more positive experience at key points of change in their life, for example, as they start school or transfer to a new setting or situation.
- The attainment gap between our most disadvantaged children and young people and their peers will have reduced.
- A continued emphasis on our great education system and strong multi-agency working helps all our children make a positive journey from school to adulthood.
- Children and young people are confident and get involved in all that our great city has to offer, taking advantage of York's parks and open spaces, its play and sports facilities, and increasing participation in and enjoyment of its vibrant cultural offer.
- There is a clear understanding of the importance of community cohesion and empowerment, so that families, children and young people are able to influence matters that affect their lives.

#### **How are we going to measure progress?**

- Gap between disadvantaged pupils and their peers achieving 9-4 in English & Maths at Key Stage 4
- Percentage of 16-18 year olds who are not in education, employment or training who do not have a L2 qualification
- Secondary school persistent absence rate
- What our young people say about services and life opportunities
- Percentage of children who have achieved a Good level of Development (GLD) at Foundation Stage
- GCSE Results (percentage of pupils achieving 9-4 in English and Maths at KS4)
- Education Progression (Average Progress 8 score from KS2 to KS4)

<b>OUTCOME Title - Well-paid jobs and an inclusive economy</b>
<b>Outcome Definition</b>
High-skilled and better-paid jobs in sustainable businesses, providing opportunities for all York's people in an inclusive economy
<b>Narrative</b>
<p>The York economy is strong. There are more people than ever in work, with higher levels of productivity than the rest of the region. Our knowledge economy is growing and we have the highest level of skills of any northern city. A focus on creating highly paid jobs in the city has seen significant benefits.</p> <p>However, we recognise the need for York's economy to support the quality of life for all our residents, now and in the future. For economic growth to be inclusive, its benefits must be felt by everyone, regardless of where they live, how they make a living, and who they are. Inclusive growth cannot have neighbourhoods that are left behind. It must also recognise the need to protect our environment and promote clean growth, as we look to tackle the climate emergency.</p> <p>Over the next 4 years, we must address the key challenges if our economy is to be truly inclusive. These include:</p> <ul style="list-style-type: none"> <li>• recent reductions in average pay caused by growth of lower paid jobs;</li> <li>• part time roles being predominantly only available in lower paid sectors, driving down many household incomes</li> <li>• independent retailers, the mainstay of our city centre economy, facing a wide range of challenges, but without the resources of their larger competitors</li> <li>• decreasing opportunities for those without high levels of skills, leaving workers without qualifications, shut out from many of the emerging better paid roles</li> </ul> <p>There is a significant opportunity to use the major developments in the city – including York Central and Castle Gateway – to address some of these challenges and shape a more inclusive economy. In doing so, we must recognise York's existing strengths in certain sectors – tourism and hospitality, agri- and bio-tech research and development, high-tech rail – and continue to support their growth in a sustainable way.</p>
<b>What is the council going to do?</b>
<ul style="list-style-type: none"> <li>• Develop a new Economic Strategy, with a focus on inclusive and clean growth, alongside the creation of a new Economic Partnership to oversee the strategy</li> <li>• Review the Council's approach to Financial Inclusion and continue to help energy companies target fuel poor or vulnerable households with energy efficiency measures</li> <li>• Review the SLA with Make it York, aligning its business plan with the new Economic Strategy</li> <li>• Create a community business representative role to involve local businesses in the ward committee process and supporting traders' associations and independent businesses throughout the city and renew our approach to being a Business Friendly Council</li> </ul>

- Develop sustainable and ethical procurement policies which promote local supply chains and support inclusive, clean growth
- Align the Adult Skills agenda with the new Economic Strategy, working with partners across the city to maximise the use and benefit from the Apprenticeship Levy and support Jobs Fairs.
- Promote opportunities for vocational education and training in sustainable building, for both the existing city work force and people new to these professions
- Work across the region to secure devolution at a meaningful scale for the benefit of the whole of Yorkshire and contribute to the Local Industrial Strategy, which will help to shape our regional growth
- Identify options for a Tourist levy
- Create new commercial spaces for start-up businesses and small enterprises at York Central, Castle Gateway and the Guildhall.

#### **Key outcomes – what will be different in 4 years?**

- A new and comprehensive focus on inclusive and clean growth
- Greater emphasis on employment opportunities for all, rather than just at the highly-paid end of the spectrum
- Better connections between businesses and communities
- The early occupiers of York Central will be in place to set the tone for inclusive and sustainable growth
- York's productivity advantage maintained, with GVA per hour worked continuing to be highest in the region
- A focus on lifetime skills
- Progress towards devolution at a Yorkshire-scale
- Greater recognition of the unique strength of York's independent retail sector and the specific challenges it faces.

#### **How are we going to measure progress?**

- Median earnings of residents - Gross Weekly Pay
- Business rates - rateable Value
- Percentage of working age population in employment (16-64)
- Number of new jobs created
- Percentage of vacant city centre shops compared to other cities
- Percentage of working age population qualified - to at least L4 and above
- Percentage of working age population qualified - to at least L2 and above
- GVA (Gross Value Added) per head (£)



## **OUTCOME – GETTING AROUND SUSTAINABLY**

### **Outcome Definition**

More people choose to travel by public transport, walking or cycling, benefiting from improved roads, footpaths and cycle routes across the city, cutting congestion, pollution and carbon emissions, as part of renewed efforts to tackle the climate emergency.

### **Narrative**

York has a strong national reputation as leader in sustainable and smart transport. Our compact historic city allows residents and visitors to take advantage of walking and cycling, making sustainable transport a convenient and attractive option. Alongside our growing low-emission bus network and well established i-Travel programme, York has embedded sustainable travel as part of day to day transport provision.

Significant work is done to ensure all school pupils have the option to cycle to school and undergo bikeability training to level 3. Cycle parking provision is an important requirement in all new residential, business and educational developments within York and a network of off road routes and bridges connect many areas of the city.

For visitors and commuters to York city centre, there is an extensive Park and Ride system, which helps reduce traffic congestion and pollution as well as carbon emissions. Anti-idling measures and the introduction of low emission buses including electric Park and ride buses will further improve air quality in the city.

Beyond the city centre, work continues on measures to improve traffic flow by upgrading roundabouts on the outer Northern Ring Road. Measures to give greater priority to public transport and increase safety for those walking and cycling will help making more efficient use of road space and promote healthy active travel modes.

The city remains at the heart of the rail network with fast connectivity to London in under two hours, Edinburgh in two and half hours, as well as direct links via cross country services to the North East or Birmingham and the South West. There are also frequent Transpennine services to Leeds and beyond, allowing sustainable alternatives for those travelling daily for work.

### **What is the council going to do?**

- Review city-wide public transport options, identifying opportunities for improvements in walking and cycling, rail, buses and rapid transit, which lay the groundwork for the new local transport plan.
- Lobby for investment and improvement in rail connectivity for York, as a significant rail hub in the north, including the re-establishment of a station in Haxby.
- Explore and deliver opportunities to move the council's vehicle fleet to low/zero carbon, while also promoting use of car sharing and cycling for work purposes
- Continue to expand York's electric vehicle charging point network, including the construction of hyper hub facilities.
- Continue working in partnership to deliver low/zero carbon public transport services and improved walking and cycling infrastructure

- Deliver new approaches using digital technology to enhance transport systems
- Work with partners to develop sustainable travel for York Central and an interchange as part of York Rail Station frontage project
- Implement York's first Clean Air Zone and continue to closely monitor air quality
- Review and deliver enhanced resident parking and pay-on exit at CYC car parks
- Review the capacity and potential to extend operation of Park and Ride sites
- Work with bus operators and user groups to identify opportunities to make bus travel more convenient and reliable

**Key outcomes – what will be different in 4 years?**

- A new Local Transport Plan prioritising sustainable means of getting around and creating attractive alternatives to car travel for residents in new developments.
- Redevelopment of York Station Frontage will create an attractive enhanced setting for the city walls and welcoming first impression for visitors to the city with clear safe access to a new transport interchange.
- More people will travel by sustainable means, such as walking, cycling and clean public transport throughout the year
- Anti-idling measures and a bus-based clean air zone will be improving air quality in the city centre, with attractive new public realm around Clifford's Tower and river Foss.
- Improvements to the outer ring road will help reduce congestion on the city's highways network and reduce journeys made across the city centre
- Greater availability of electric vehicle charging facilities across the city
- Council's fleet of vehicles upgraded to electric or ultra-low emissions standard.
- Partners across the city work more closely together to share expertise, reducing car travel and developing sustainable travel options such as workplace car share schemes.

**How are we going to measure progress?**

- Number of Park and Ride and local bus passenger journeys
- Area Wide Traffic Levels
- Index of cycling activity and percentage of residents actively cycling
- Index of pedestrians walking to and from the City Centre
- Percentage of customers arriving at York Station by sustainable methods
- Percentage of road and pathway network that are in a poor state or worse

## **OUTCOME – CREATING HOMES AND WORLD-CLASS INFRASTRUCTURE**

### **Outcome Definition**

The right housing is available, affordable and environmentally sustainable for everyone with good quality infrastructure that supports community and local businesses.

### **Narrative**

Currently, York's housing market is characterised by high demand and low supply, which pushes up house prices and rents above the regional average, creating a challenging environment for York residents.

Delivery of the Local Plan will provide the framework for land use for homes and employment sites, whilst protecting York's special character and Green Belt boundaries. There are unique opportunities to improve the infrastructure and public realm of the city through the sustainable development of designated sites, including major brownfield, historic and neglected areas, such as York Central and the Castle Gateway. Digital connectivity, the development of the historic Guildhall, as a small business start-up centre and the completion of the Community Stadium will also bring substantial benefits to the city.

The delivery of higher levels of market and affordable housing through the Local Plan, combined with the Council's own ambitious Housing Delivery Programme and support for community-led housing, will begin to provide more affordable housing options for York's residents.

Whilst York has fewer people presenting as officially homeless than many other cities, homelessness and street sleeping are still key challenges for the city with plans underway to extend our homelessness prevention and resettlement services.

The overall condition of our housing stock in York is relatively good yet significant numbers of York residents still live in fuel poverty. The Climate Emergency means that making York's housing stock (public and private, existing and new build) significantly more thermally efficient, providing warmer homes and lower energy bills, is a priority.

Another challenge is to provide sufficient and appropriate housing for York's growing older population. Our Older Person's Accommodation Programme will provide a range of accommodation to meet the housing and care needs of our older residents.

### **What is the council going to do?**

- Deliver the Local Plan, the first plan in 48 years, with additional capacity to speed up supporting supplementary planning documents.
- Deliver our significant capital programme and progress key developments such as the Community Stadium, York Central, Castle Gateway, the refurbishment and development of the Guildhall, and the first stages of the Housing Delivery Programme.
- Deliver a greater number of affordable homes over the next four years, including Council-owned properties, using a range of models of delivery.

- Use the Council's new Housing Delivery Programme Design Manual 'Building Better Places' as a standard for future developments including delivering 100% Passivhaus homes in zero carbon neighbourhoods on council sites.
- Develop an ongoing programme of improvements to our 7,500 Council homes, reaching and exceeding the Decent Homes Standard and bringing all homes as close as possible to zero carbon by 2030.
- Deliver age appropriate accommodation and specialist housing through the housing mix within the Housing Delivery Programme and Older Persons Accommodation Programme to meet the housing needs of our older residents.
- Investigate the case to extend HMO licensing to smaller HMOs and work with partners to maximise energy efficiency in private sector housing.
- Prioritise support for rough sleepers and work in partnership with the police and other agencies to develop new initiatives such as the 'Housing Navigators' and improved services for people with complex needs, such as substance abuse and mental health issues, including extended use of the Housing First approach.
- Further progress Digital York and enhance connectivity in the city.
- Work with the York Central Partnership to ensure the site delivers as much affordable housing as possible, delivers high quality jobs for York residents and delivers a zero carbon development.

**Key outcomes – what will be different in 4 years?**

- The city will have its first local plan for decades, creating a framework which will provide the homes we need, whilst protecting York's special character and Greenbelt.
- A significant programme of housing delivery will be underway including council houses and affordable homes.
- Joined up and city-wide approaches to meeting housing need, homelessness and working with people who have complex needs will be in place
- Significant improvements will have been made to the management and maintenance of the council's own housing stock, reaching and exceeding the Decent Homes Standard.
- Opportunities will have been taken to improve standards and value for money in the private rented sector and reduce the number of empty homes in the city.
- A plan will be established to bring the city's housing stock as close as possible to zero carbon by 2030.
- York's digital infrastructure continuing to put us amongst the best connected cities, with an emphasis on access for all

**How are we going to measure progress?**

- Average number of days to re-let empty Council properties
- Net Additional Homes Provided
- Net Housing Consents
- Number of new affordable homes delivered in York
- Superfast broadband availability / Average Broadband Download speed (Mb/s)
- Energy efficiency: Average SAP rating for all Council Homes
- Number of homeless households with dependent children in temporary accommodation

**OUTCOME – Safe Communities and culture for all****Outcome Definition**

Residents live safe from harm as part of strong and vibrant communities, participating in their local area and have access to a range of quality cultural activities

**Narrative**

York's widely recognised status as one of the best places to live in the UK is in no small part down to its people and communities.

York's sense of community is important in enabling many aspects of city life, from creating neighbourhoods that children have the freedom to enjoy, to facilitating world class art and a genuine care for the local environment. It provides the foundation for community-led action and participation in culture and sport.

The city has a strong track record in this area, with high levels of volunteering, a vibrant network of cultural, sporting and third sector organisations, and well-established community budgets and action on a ward basis. This is a priority of the Council and something to build upon over the next four years.

More than 75% of residents tell us they feel part of their local area, however, we know this isn't everyone's story. It is vital that we continue to work with others to nurture inclusive communities, particularly for those that can feel isolated and vulnerable, in order to better connect them to others and the activities York has to offer. This will also have a positive effect in reducing crime and provide a safety net to protect those at risk of harm.

The council's support of the York Armed Forces Covenant is a strong part of the city's commitment to military families, recently given a Gold Award in the Ministry of Defence's Employer Recognition Scheme.

**What is the council going to do?**

- Enable communities to take ownership of improving their local area, through investing in community development and building on the ward committee model.
- Expand the 'People Helping People Scheme' to encourage more volunteering which provides support for others in the city, embedding the principles of "Good Help".
- Explore social prescribing at a local level to tackle loneliness and isolation, alongside work with partners to make our communities dementia friendly.
- Work for an improved city centre for local residents, using the MyCityCentre activities to involve the community and city centre businesses in developing solutions, and working to secure Purple Flag accreditation in York.
- Create more ways for everybody to enjoy York's cultural offering, including a cultural entitlement for all young people and the development of significant community sporting experiences around the new Community Stadium.
- Deliver on a cultural strategy that ensures that all York residents, irrespective of age or background, being proud to be engaged with York's arts and heritage offer.
- Support investment in our cultural assets to be inclusive and accessible to all, and to provide outstanding experiences for visitors and residents alike.
- Work with the police and others to tackle the priorities for making York safer, such as keeping vulnerable people safe from harm and tackling county lines, outlining these in a new Community Safety strategy.

- Consider the Council's current approach to equalities, including taking a more active role in tackling discrimination across York, and continue support of York Armed Forces Covenant
- Work to ensure a Community Hub is in every ward, with a map of services and funding available to support them to be sustained in the community.

**Key outcomes – what will be different in 4 years?**

- More people participating in the life of the city, feeling safe and connected to their community
- A citywide response to people feeling lonely, with a range of opportunities to prevent isolation
- To be a top 5 city for participation in culture and sport, with the cultural range in the city - from local sports clubs to cutting edge theatre and inclusive arts
- Communities and the voluntary and cultural sectors in York thriving, working alongside the Council and partners to unblock barriers and attract further investment.
- Increased investment and resources for local communities via their Ward Committees
- A thriving Community Stadium, with a diverse and inclusive range of activities which provide interest, entertainment and wellbeing to our residents.
- Crime, both perceived and actual, to be reduced further as we work hard with partners to keep York one of the safest cities in the North.

**How are we going to measure progress?**

- Number of Incidents of antisocial behaviour in the city centre
- Percentage of people satisfied with their local area as a place to live
- Percentage of people who agree that they can influence decisions in their local area
- Percentage of people who give unpaid help to any group, club or organisation
- All crime per 1000 of the population
- Number of visits to libraries and York Museums Trust properties
- Parliament Street Footfall & Secondary Centre Footfall

<b>OUTCOME – Open and Effective Council</b>
<b>Outcome Definition</b>
We work as an efficient, open, transparent, democratically-led and accountable organisation, in partnership with key stakeholders, to deliver on residents priorities and achieve the council plan outcomes for our city
<b>Narrative</b>
<p>As a Council, we have an important role as a place shaper, a deliverer of services and as a point of contact for connecting people to support in the city. We also have to lead by example as an organisation, working to address our city’s challenges within our own organisation.</p> <p>We want to do things that matter for residents and communities, which means that we believe in giving local communities control over what’s important to them, wherever possible, and involving them in delivering the solutions. We recognise in addressing challenges, the best approach is often to build on the strengths and the assets that we have in our communities.</p> <p>We want to provide effective responses to customer enquiries, provide support to residents, and ensure they receive the best possible advice.</p> <p>Our greatest challenges, such as addressing climate change, require the collective efforts of everyone in the city. The council, like other local authorities, continues to face a difficult financial position, in particular in respect of funding for adult care. Ensuring effective prioritisation and delivery of efficiencies will be critical in coming years.</p> <p>We will focus on locality approaches to bring people together, with services at a ward or community level. We will continually work to make what we do transparent, to involve people in the decisions that affect them and make people’s dealings with the Council as positive as possible.</p> <p>To achieve this, we must be an efficient and modern organisation, utilising technology, which can adapt to the changing needs of our city.</p>
<b>What is the council going to do?</b>
<ul style="list-style-type: none"> <li>• Ensure strong financial planning and management, providing capacity to invest, and driving efficiency. As part of this we will undertake effective budget consultation</li> <li>• Undertake an Organisational Development programme to ensure the way our organisation operates fully supports the delivery of our key priorities, whilst we act as a good employer to our staff.</li> <li>• Place a continued emphasis on absence management, ensuring our staff are supported in work.</li> <li>• Deliver the Council’s digital programme to make contacting the Council as streamlined as possible, with information made readily available.</li> <li>• Maintain our commitment to the apprenticeship programme, the real Living Wage and our Public Sector Equalities Duties</li> <li>• Ensure our processes are built around the needs of residents, businesses and communities.</li> <li>• Prioritise the delivery of schemes at a ward level, in order to support decisions taken locally at the ward level.</li> </ul>

- Utilise our procurement approaches to address the climate emergency and secure social value at every opportunity.
- Review the Council's current governance structures and consult on options for a more transparent and cross-party decision-making system, ensuring an effective and democratically-led Council.

**Key outcomes – what will it be like in 4 years?**

- More streamlined digital channels to Council services
- A more engaged workforce, greater job satisfaction and reduced absence rates
- A recognised emphasis on transparency
- A sustainable budgetary position
- Communities feel empowered to work with the Council to deliver better outcomes for the city
- Carbon emissions from Council owned assets and buildings are reduced significantly
- More apprentices are employed by the Council, utilising the Apprenticeship Levy more effectively
- The Council's Constitution will be updated, with more effective Governance procedures in place

**How are we going to measure progress?**

- Forecast budget outturn
- Average sickness days per staff member
- Number of days to process benefit claims
- Customer services waiting times
- Percentage of complaints responded to within timescales
- Number of council apprenticeships
- Percentage of Freedom of Information and Environmental Information Regulation requests responded to in time



## **Working with partners**

Successfully delivering the outcomes for the city and its residents set out in this plan cannot be done alone. There are a range of actions which the Council can, must and will take as highlighted above. Yet many of the things which support the quality of life of our residents also rely on other organisations such as Central Government, Local Enterprise Partnerships, schools, businesses, NHS bodies, third sector organisations, as well as communities and residents themselves.

In this plan, we have sought to be clear in the setting out what we believe is important for the wellbeing of our residents and the future success of our city: doing so to help guide and direct others in the city as to what residents are saying as we aim to work together in the same direction.

But this is not merely passive on the Council's part. Over the period of the plan, we will actively seek to nurture strong connections with those who will help to achieve the best for our residents. This might mean lobbying central government to invest in the things that make a difference for people in York, working with employers to support the mental wellness of their workforce or nurturing the voluntary sector in developing community led solutions to particular challenges.

We must continue being a listening Council too, involving residents and communities in everything we do. This could look like giving real input into decision making at a local level through ward committees, enabling people to have a say over how budgets are used for their care and support, or getting ideas at an early stage to help shape major developments in the city.

York is rich with talent, passion, creativity and care for our city and each another. Through the coordinated efforts of our residents and communities, businesses and organisations we can achieve much over the next four years.

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# City of York Council



## Council Plan Consultation 2019

**Sep-19**

The Council Plan Consultation ran from 12 August to 15 September. Residents had the opportunity to feedback on eight city outcomes proposed for the 2019-23 plan; they were asked to comment on areas of focus for the council along with what the outcome meant to them and what they could do to help achieve it. Participation was available via an online survey and post-it boards in public places around the city where residents could add their feedback by adding a note to the board.

728 residents accessed the online survey with a total of 353 leaving around 6000 comments across the 8 outcomes. Comments were categorised into common themes relating to the council and are presented in table form with the most frequent themes summarised. Many comments mentioned more than one theme and have been included under several categories, full details are available to read in the report annex. Post-it responses were categorised into the eight outcomes and are displayed at the end of each section. The report will be published on the CYC Open Data platform together with the Council Plan.

## **Outcome: Good Health and Wellbeing**

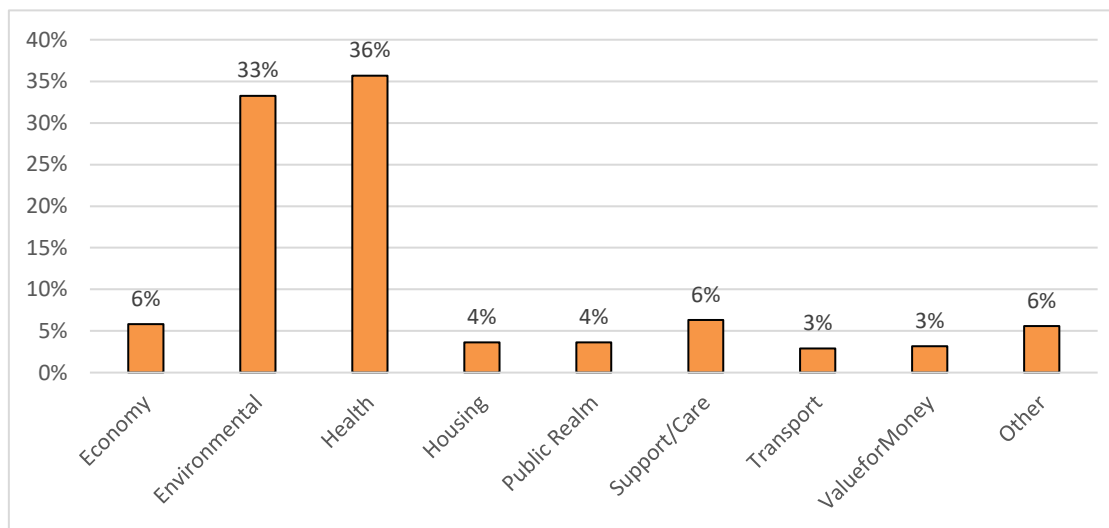
***Every resident enjoys the best possible health and wellbeing throughout their life***

*We want everyone to have the best possible health and wellbeing that they can. We know that for many people in York, this is already the case and our population is relatively healthy. But this is not so for everyone and some people face worse health outcomes than others in the city. We want a city that promotes good health and wellbeing for all, building on the many strengths of individuals and communities, supported by good quality services.*

# Council Plan Consultation 2019 - Good Health and Wellbeing

**Question: What is most important to you in achieving this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Economy	24	6%
Environmental	137	33%
Health	147	36%
Housing	15	4%
Public Realm	15	4%
Support/Care	26	6%
Transport	12	3%
ValueforMoney	13	3%
Other	23	6%
<b>Total Comments</b>	<b>412</b>	



## Summary of Common Themes

### Environmental

Comments mainly related to improving air quality and increasing green spaces along with other general comments about needing to tackle climate change.

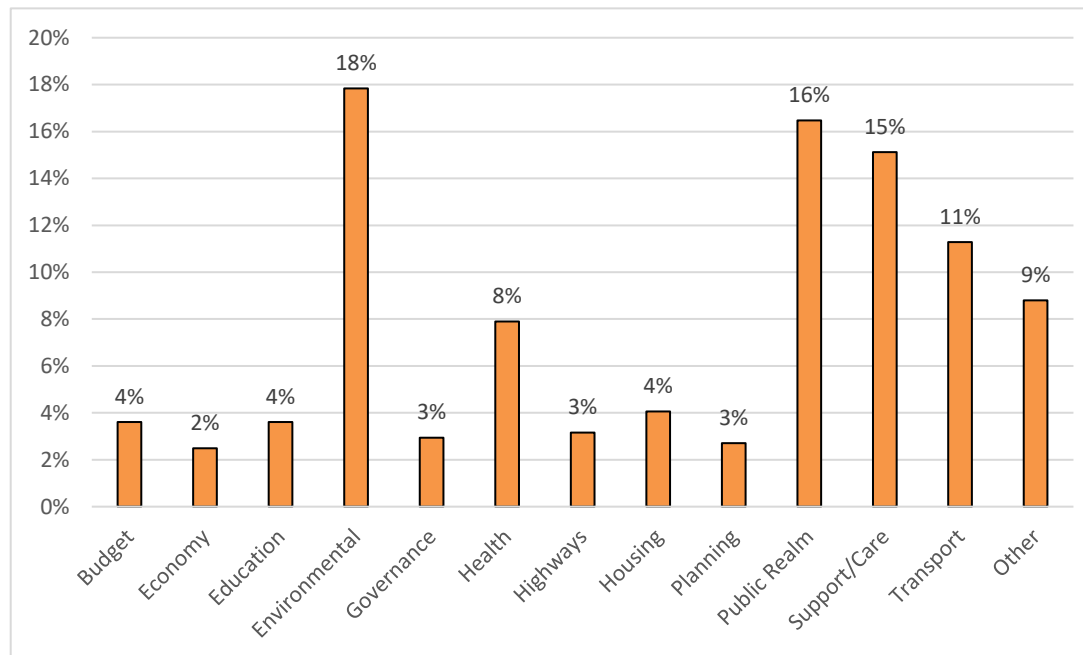
### Health

Comments mainly related to improving access to health services and supporting residents to live healthier lifestyles including diet and exercise. Many comments also related to early intervention and prevention and reducing inequalities in the city.

# Council Plan Consultation 2019 - Good Health and Wellbeing

Question: What should the council do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Budget	16	4%
Economy	11	2%
Education	16	4%
Environmental	79	18%
Governance	13	3%
Health	35	8%
Highways	14	3%
Housing	18	4%
Planning	12	3%
Public Realm	73	16%
Support/Care	67	15%
Transport	50	11%
Other	39	9%
<b>Total Comments</b>	<b>443</b>	



## Summary of Common Themes

**Environmental**

Comments related to protecting or providing more green spaces and improving air quality through traffic restrictions and exploring more methods of sustainable transport.

**Public Realm**

Comments mainly related to more accessible green spaces and pedestrianised areas which can be shared with cyclists and are away from traffic.

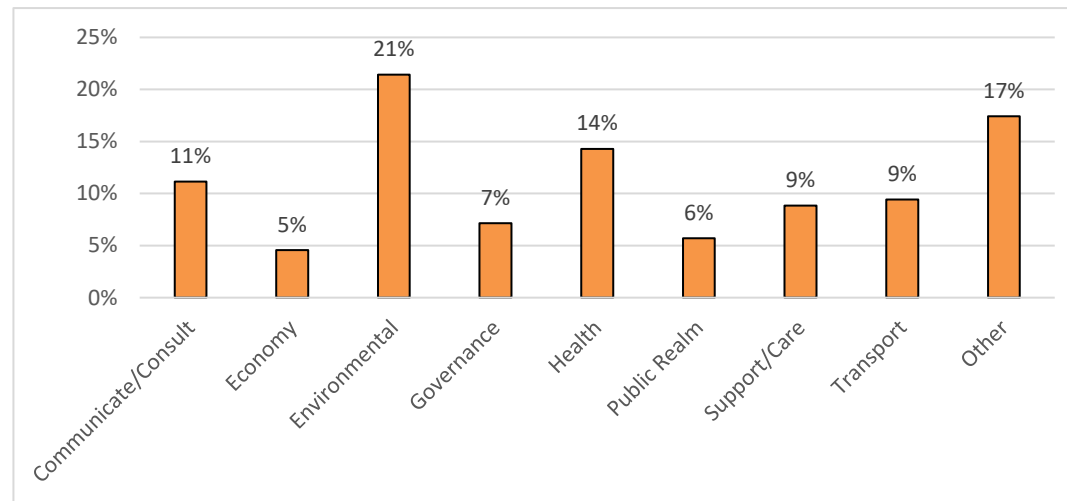
**Support/Care**

Comments related to having more support services and initiatives focussing on mental health, early intervention, healthy lifestyles and supporting particular groups.

## Council Plan Consultation 2019 - Good Health and Wellbeing

Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communicate/Consult	39	11%
Economy	16	5%
Environmental	75	21%
Governance	25	7%
Health	50	14%
Public Realm	20	6%
Support/Care	31	9%
Transport	33	9%
Other	61	17%
<b>Total Comments</b>	<b>350</b>	



### Summary of Common Themes

#### Environmental

Comments mainly related to driving less and walking, cycling or using public transport more. Helping to raise awareness and educate others also featured highly.

#### Health

Comments mainly related to signposting, promoting and raising awareness of health services and knowledge and improving own lifestyle.

Post-it Board Responses





## **Outcome: Well-paid jobs and an inclusive economy**

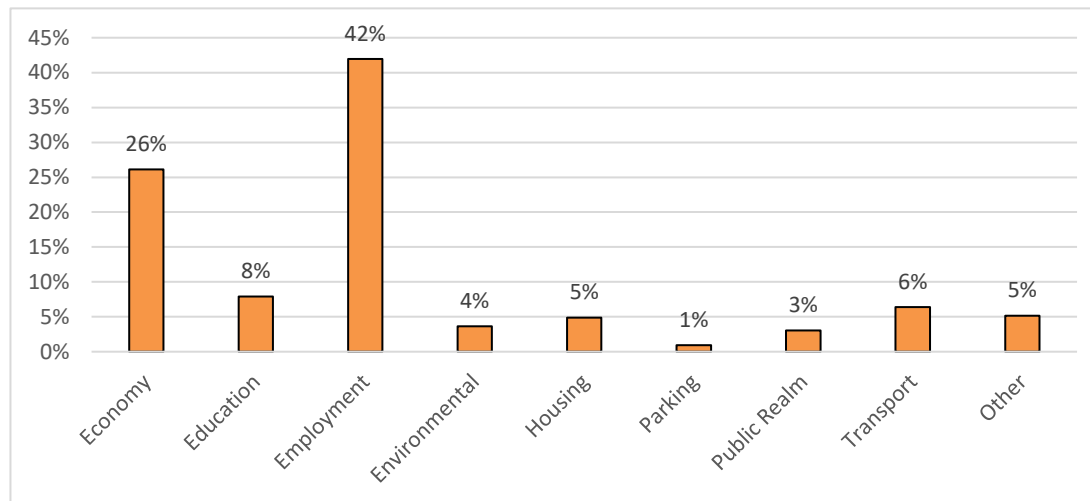
*High-skilled and better-paid jobs in sustainable businesses, providing opportunities for all York's people in an inclusive economy*

*York has a strong and diverse economy which contributes to quality of life for residents. We need to ensure that everyone can benefit from the city's strengths, with good quality well-paid jobs which utilise the skills of our workforce.*

# Council Plan Consultation 2019 - Well-paid jobs and an inclusive economy

**Question: What is most important to you in achieving this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Economy	86	26%
Education	26	8%
Employment	138	42%
Environmental	12	4%
Housing	16	5%
Parking	3	1%
Public Realm	10	3%
Transport	21	6%
Other	17	5%
<b>Total Comments</b>	<b>329</b>	



## Summary of Common Themes

### Employment

Comments mainly related to expanding and diversifying job opportunities in York by attracting more businesses and different sectors in order to create more and broader opportunities and supporting all communities to access meaningful work. Increasing pay and reducing 0 hour contracts also featured in many comments. Other areas mentioned were job sustainability and security.

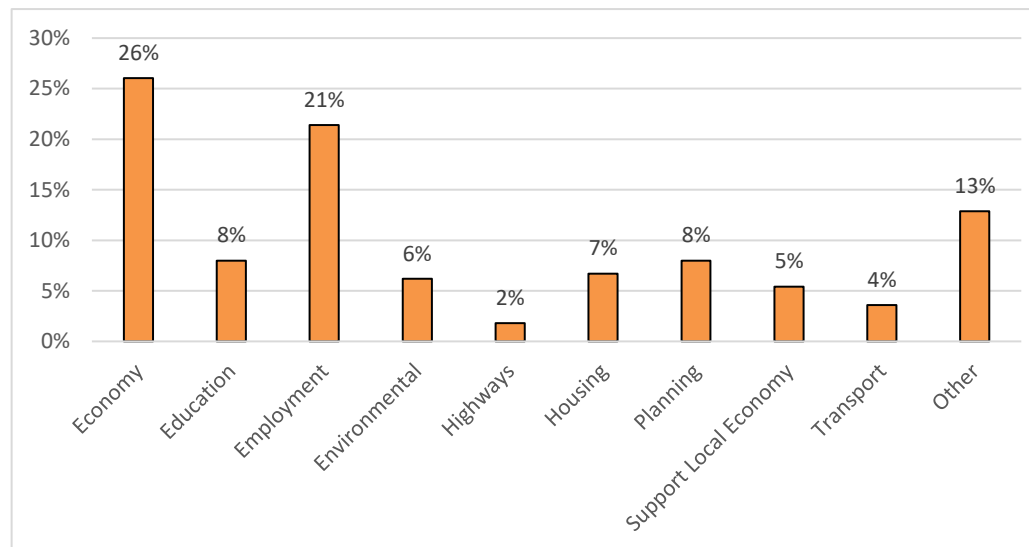
### Economy

Comments raised concerns around York being too dependent on hospitality and tourism and highlighted a need to diversify. Support for small and local businesses also received a significant amount of comments.

# Council Plan Consultation 2019 - Well-paid jobs and an inclusive economy

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Economy	101	26%
Education	31	8%
Employment	83	21%
Environmental	24	6%
Highways	7	2%
Housing	26	7%
Planning	31	8%
Support Local Economy	21	5%
Transport	14	4%
Other	50	13%
<b>Total Comments</b>	<b>388</b>	



## Summary of Common Themes

### Employment

Comments largely related to the council encouraging employers to pay better and have a more inclusive approach to recruitment to increase employment opportunities for all residents. Increasing apprenticeships also featured highly along with encouraging start up companies by reducing business rates, offering support for companies with green agendas and offering more spaces.

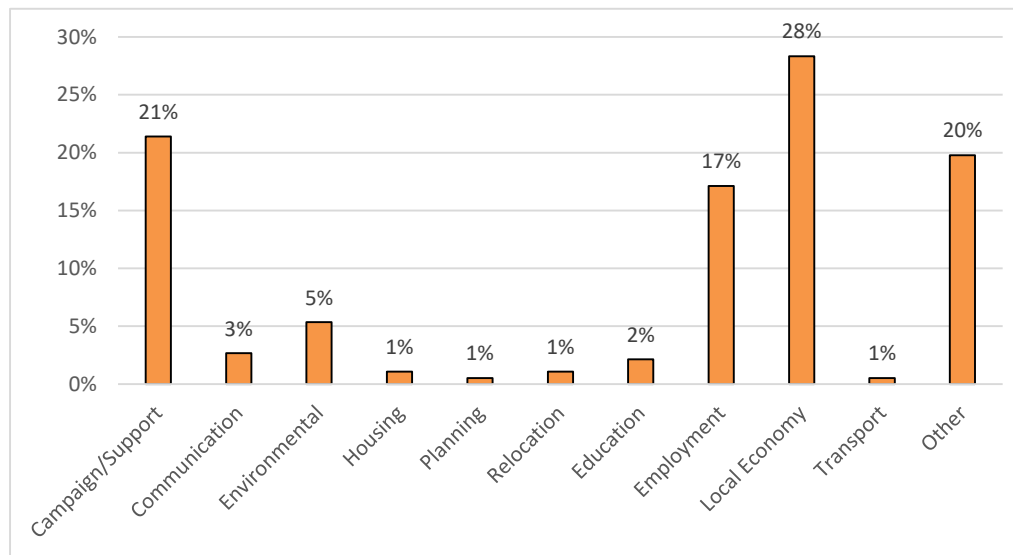
### Economy

Comments largely related to supporting new and local business through reduced business rates and financial incentives. Lobbying for more funding from central government was also mentioned.

## Council Plan Consultation 2019 - Well-paid jobs and an inclusive economy

**Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaign/Support	40	21%
Communication	5	3%
Environmental	10	5%
Housing	2	1%
Planning	1	1%
Relocation	2	1%
Education	4	2%
Employment	32	17%
Local Economy	53	28%
Transport	1	1%
Other	37	20%
<b>Total Comments</b>	<b>187</b>	



### Summary of Common Themes

#### Local Economy

Comments related to supporting local and independent businesses by shopping locally or using independent traders.

#### Campaign/Support

Comments related to engaging with and helping to promote council initiatives and being more politically involved with lobbying, communicating with councillors and voting.

Post-it Board Responses



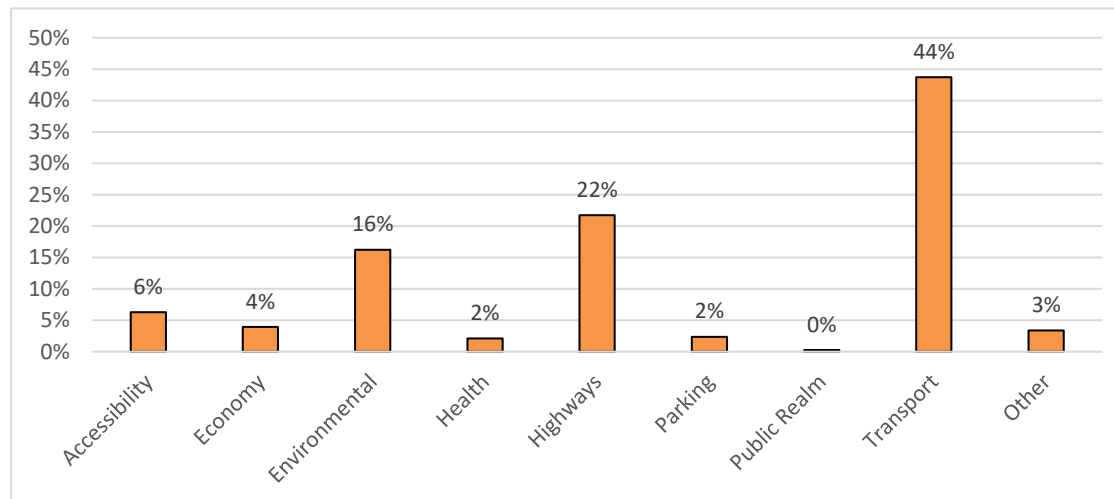
## **Outcome: Getting around Sustainably**

***People benefit from the wide range of transport options available to them, including cycling and walking, with the city's roads, footpaths and cycle network prioritised for improvement***

*York is a city on a human scale. We want people to be able to get around easily and quickly using low-carbon options. Walking and cycling are feasible options for many people, alongside a range of efficient public transport alternatives. As a rail city, we have good connections to other places and need to ensure investment in the road and rail infrastructure protects and enhances York's connectivity.*

Question: What is most important to you in achieving this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Accessibility	24	6%
Economy	15	4%
Environmental	62	16%
Health	8	2%
Highways	83	22%
Parking	9	2%
Public Realm	1	0%
Transport	167	44%
Other	13	3%
<b>Total Comments</b>	<b>382</b>	



Summary of Common Themes

**Transport**

Comments were overwhelmingly related to improving public transport in and around York (affordability, running times, cleanliness). The overall theme to reduce cars being used in York, particularly the city centre.

**Highways**

Comments were mainly related to improving the cycling network (dual cycle/pedestrian paths, connecting existing cycle lanes, increased bike storage) and road maintenance /improvements (pot holes /resurfacing, increased lanes on ring road, use of plastic in repairs)

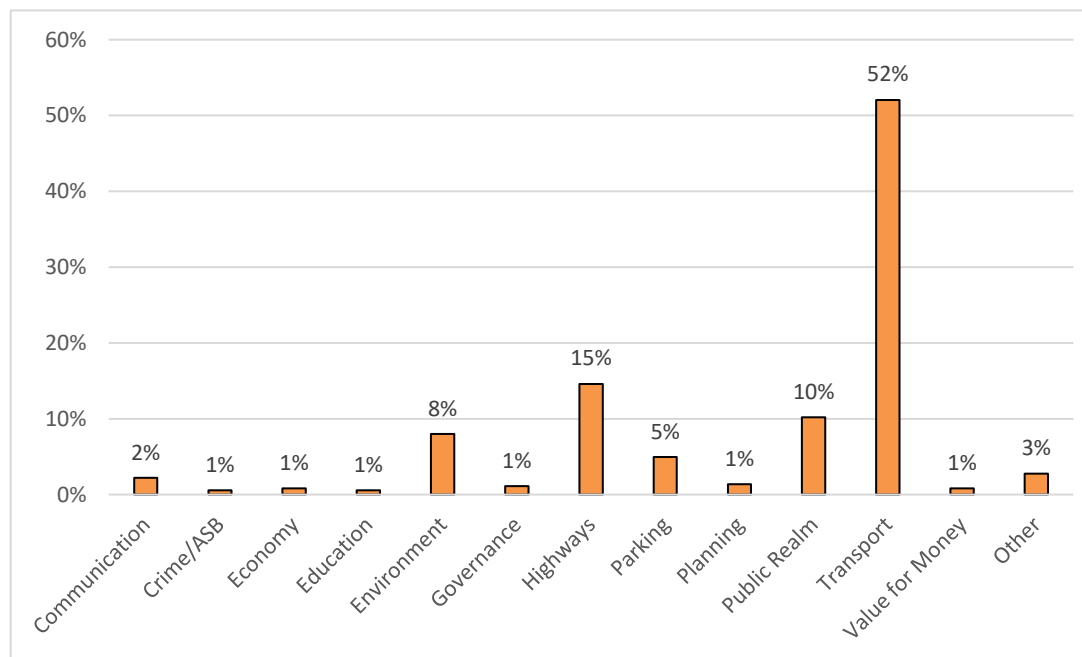
**Environmental**

Comments were mainly related to increased cycling and walking in York and achieving the 'Zero Carbon by 2030' motion (reduction in gas cars, replace buses with electric ones, overall pollution reduction).

# Council Plan Consultation 2019 - Getting Around Sustainably

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communication	8	2%
Crime/ASB	2	1%
Economy	3	1%
Education	2	1%
Environment	29	8%
Governance	4	1%
Highways	53	15%
Parking	18	5%
Planning	5	1%
Public Realm	37	10%
Transport	189	52%
Value for Money	3	1%
Other	10	3%
<b>Total Comments</b>	<b>363</b>	



## Summary of Common Theme

### Transport

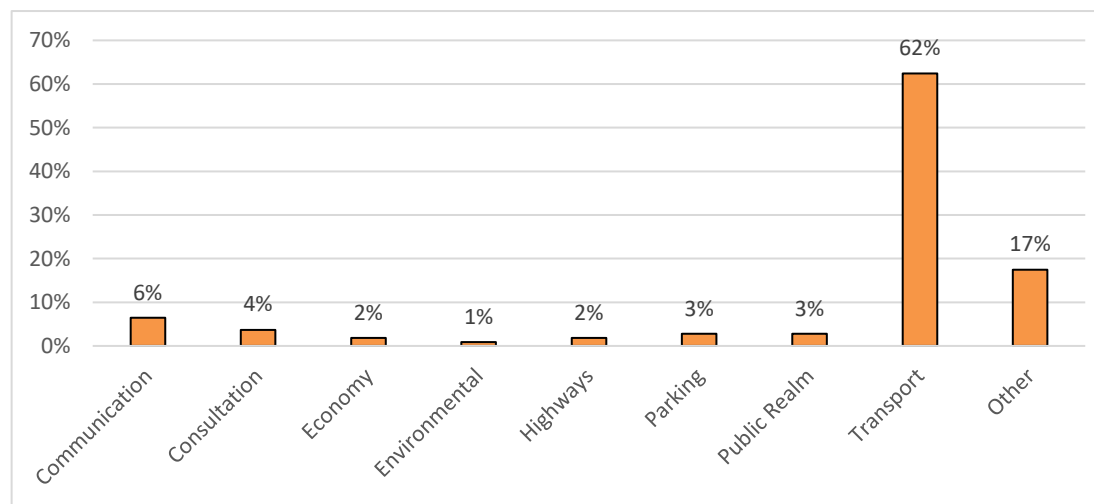
Comments mainly related to public transport (regulating private bus company prices, electric buses, increase train stations around York) and the reduction of vehicle use in the city centre (ban private car use, limit only to buses, increase one way systems).



## Council Plan Consultation 2019 - Getting Around Sustainably

**Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communication	14	6%
Consultation	8	4%
Economy	4	2%
Environmental	2	1%
Highways	4	2%
Parking	6	3%
Public Realm	6	3%
Transport	136	62%
Other	38	17%
<b>Total Comments</b>	<b>218</b>	



### Summary of Common Theme

#### Transport

The majority of comments were related to reducing personal car use, and increasing walking, cycling and use of public transport to get around York.



## **Outcome: A Better Start for Children and Young People**

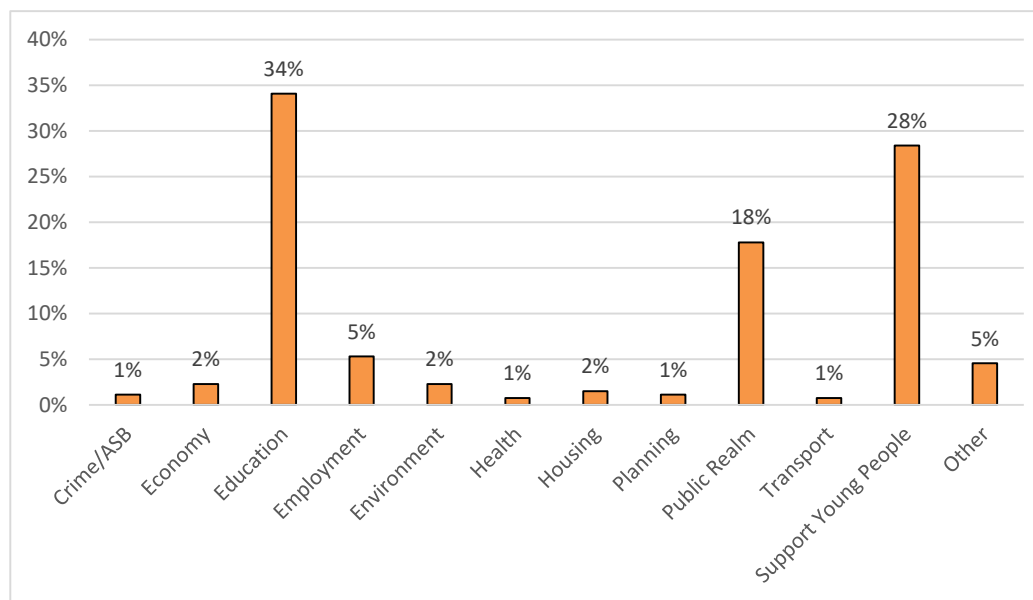
*Families and carers are supported so that every child and young person has the opportunity to develop, learn and achieve their aspirations*

*York is a great place for children and young people to grow up in. This good start in life is enjoyed by most people but we want to ensure that all children and families can benefit from what York has to offer. Working together, our communities, schools and organisations can enable opportunities for all our young people to achieve their aspirations.*

## Council Plan Consultation 2019 - A Better Start for Children and Young People

Question: What is most important to you in achieving this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Crime/ASB	3	1%
Economy	6	2%
Education	90	34%
Employment	14	5%
Environment	6	2%
Health	2	1%
Housing	4	2%
Planning	3	1%
Public Realm	47	18%
Transport	2	1%
Support Young People	75	28%
Other	12	5%
<b>Total Comments</b>	<b>264</b>	



### Summary of Common Themes

#### Education

Comments related to achieving a high standard in all schools, increased financial support for both schools and families, ensuring schools have sufficient staff/resources and reducing pressure on teachers.

#### Support Young People

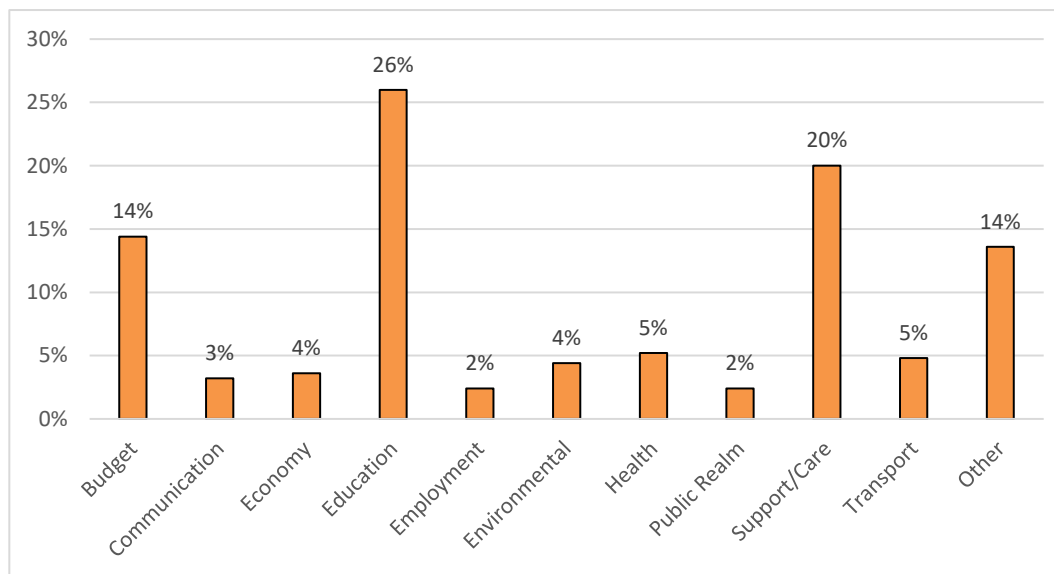
Comments related to eradicating child poverty, making York more inclusive for poorer families and better mental health support in and out of schools.

#### Public Realm

Comments related to providing more youth centres, safe outdoor spaces, support for 'Sure Start' and making York centre family friendly at weekends.

Question: What should the council do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Budget	36	14%
Communication	8	3%
Economy	9	4%
Education	65	26%
Employment	6	2%
Environmental	11	4%
Health	13	5%
Public Realm	6	2%
Support/Care	50	20%
Transport	12	5%
Other	34	14%
<b>Total Comments</b>	<b>250</b>	



**Summary of Common Themes**

**Education**

Comments related to ensuring high quality education, keeping schools under local authority/reduce academies, school development to meet needs and remove catchment area requirements.

**Support/Care**

Comments related to more youth activities and facilities along with putting investment back into Children's Centres and Sure Start initiatives, addressing deprivation and support for particular groups.

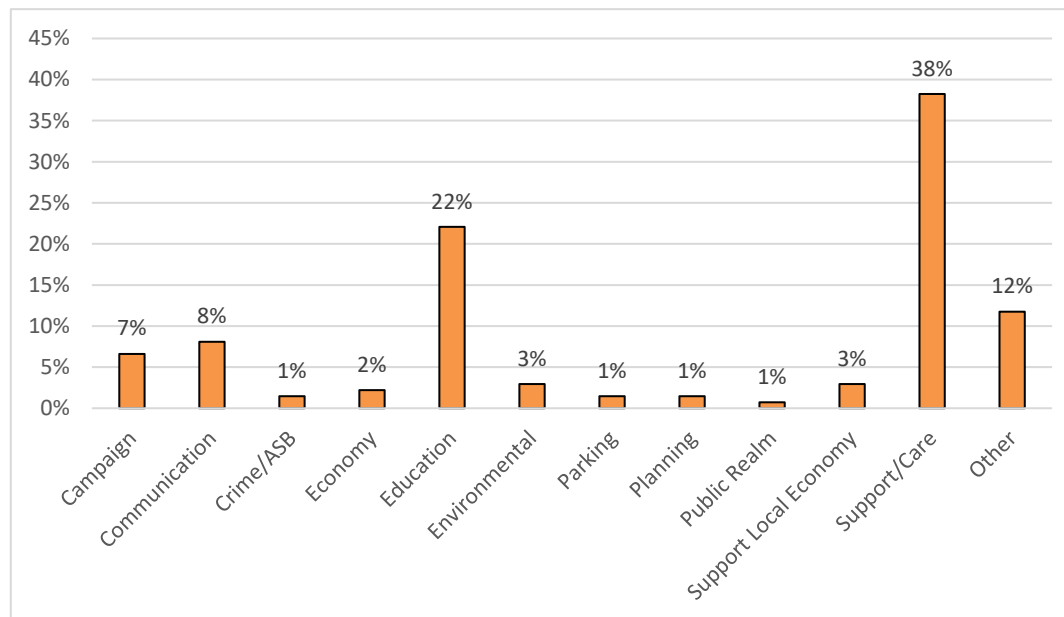
**Budget**

Comments related to increasing funding for high quality staff, subsidise childcare (breakfast/afterschool clubs) and investment in parental support services.

# Council Plan Consultation 2019 - A Better Start for Children and Young People

Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaign	9	7%
Communication	11	8%
Crime/ASB	2	1%
Economy	3	2%
Education	30	22%
Environmental	4	3%
Parking	2	1%
Planning	2	1%
Public Realm	1	1%
Support Local Economy	4	3%
Support/Care	52	38%
Other	16	12%
<b>Total Comments</b>	<b>136</b>	



## Summary of Common Themes

### Support/Care

Comments related to supporting campaigns/movements, volunteering in the area, supporting young people in own family and working with local community/council.

### Education

Comments related to becoming or supporting school governors, supporting events and fundraisers in schools and continuing to support students and families (comments from education professionals).

# Council Plan Consultation 2019 - A Better Start for Children and Young People

## Post-it Board Responses

**Better Start for children**

Celebrate the youth work currently being done in the city!	Immediate access to help for special children - not 12-18 months wait for accessing therapy	Acknowledge & protect children impacted by family violence especially 0-3 years which are formative	ADHD support group for parents	More small class size provision for children that can't cope in classes of 30+ - high school situation that factors for most of these kids
PARENT PARANOIA: STOP INFLECTING HELMETS ON YOUNGSTERS - THEIR SHOULDERS ETC TAKE THE IMPACT!	Stop breaking the law! Parental Assault & Neglect of Carers should not be relaxed by York City Council	MORE HELP FOR YOUNG PROSTITUTES, Remission of Terms, Meet for free with Long Term Health ISSUES	No blanket policies! Short Breaks should be available to all families in need. Stop discriminating packages and stop discriminating against ADHD!	Invest better in youth-related programmes
MORE PRAM FACILITIES ON PUBLIC BUSES	Better mental health and Autism services for children	Have policies which encourage children to play outside & be an active part of society	ACTIVITIES FOR UNDER 5s DURING SCHOOL HOLIDAYS	MORE PRAM ACCESS IN SHOPS ESPECIALLY CHARITY SHOPS

**A better start for children**

York is a fantastic place for families with young children but there needs to be done for 1 better for 1 teens.	Better public health education training about good dental care and healthy eating	Information instruction and training on how to use and access provisions	Good School dinners	More recreation and areas such as skate parks, youth clubs offering sports & music
Buses SVCS for under-16s.	Encourage breast feeding and support mentoring for young mums' dads	of Better causes success - Low cost investment	Youth clubs make space music studios OPTIONS FOR TEENAGERS.	Allow grounds to get into schools and use backyards by reducing school fees.
Streets which are safe and suitable for children to play in OUTSIDE!	More parks for the children i.e. skateboarding, scootering, roller skating			

## **Outcome: A Greener and Cleaner City**

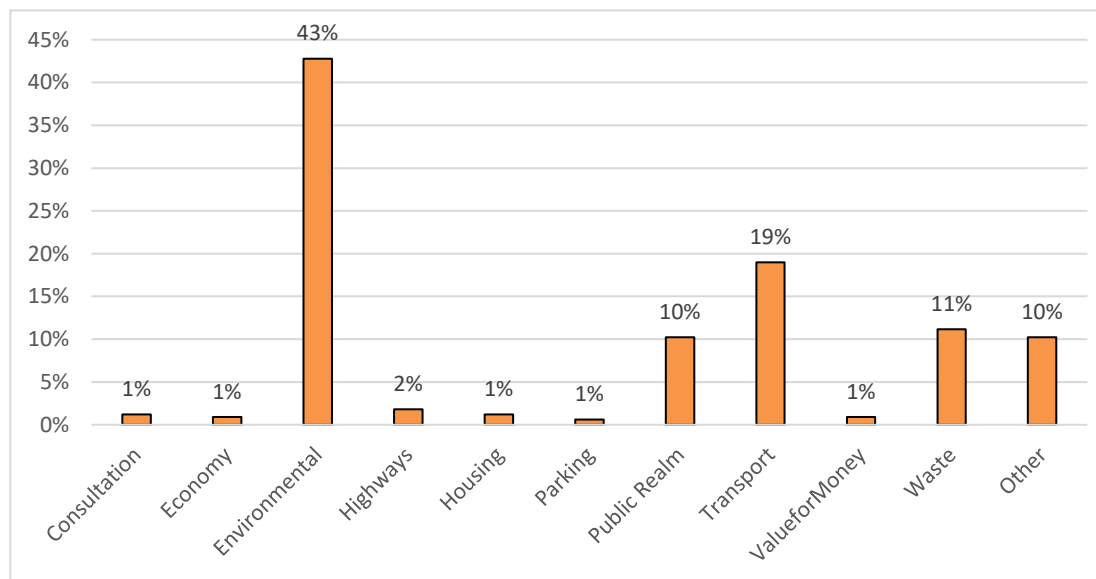
***York's environment is protected and enhanced through investment in the Council's frontline services on the path to sustainable living***

*York has been a leading city for low-carbon and sustainable living. Our recent declaration of a Climate Emergency and a target of being Carbon Neutral by 2030 require York to go further in reducing emissions. In doing so, we want our city to be a cleaner and greener place, protecting our beautiful built and natural environments. This will support a better quality of life, more resilient to the climate challenges we will face in the future.*



Question: What is most important to you in achieving this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Consultation	4	1%
Economy	3	1%
Environmental	142	43%
Highways	6	2%
Housing	4	1%
Parking	2	1%
Public Realm	34	10%
Transport	63	19%
ValueforMoney	3	1%
Waste	37	11%
Other	34	10%
<b>Total Comments</b>	<b>332</b>	



**Summary of Common Themes**

**Environmental**

Comments largely focused on clean air, less traffic and sustainable transport. Recycling and Green spaces also featured in many comments. Other areas included raising awareness and ensuring new planning developments are eco friendly.

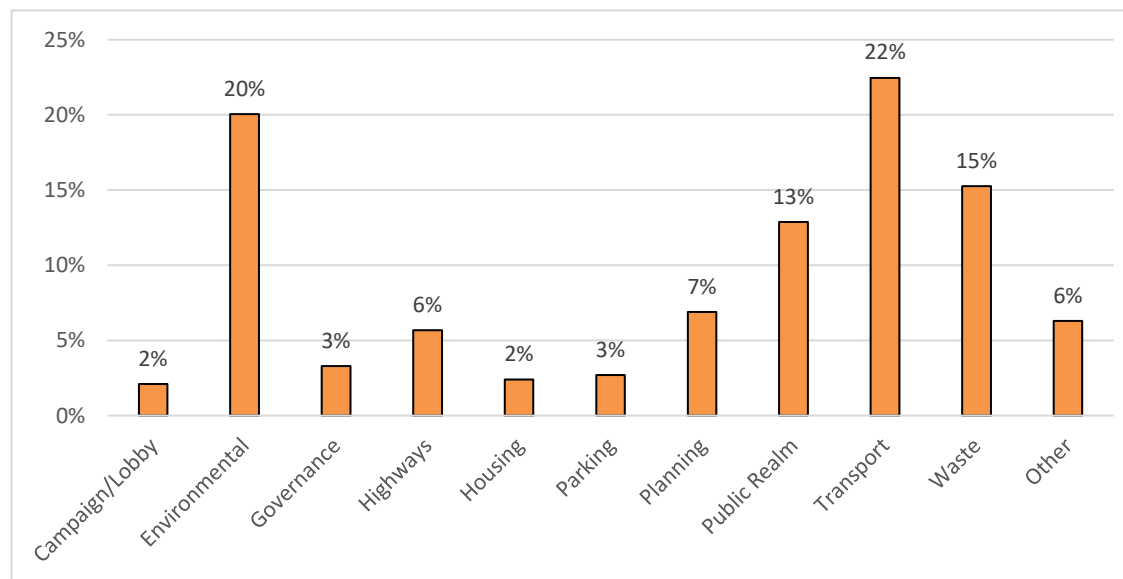
**Transport**

Comments also largely focused on less traffic and more sustainable transport specifically better public transport services, including low emission vehicles, and more cycling facilities.

# Council Plan Consultation 2019 - A Greener and Cleaner City

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaign/Lobby	7	2%
Environmental	67	20%
Governance	11	3%
Highways	19	6%
Housing	8	2%
Parking	9	3%
Planning	23	7%
Public Realm	43	13%
Transport	75	22%
Waste	51	15%
Other	21	6%
<b>Total Comments</b>	<b>334</b>	



## Summary of Common Themes

### Environmental

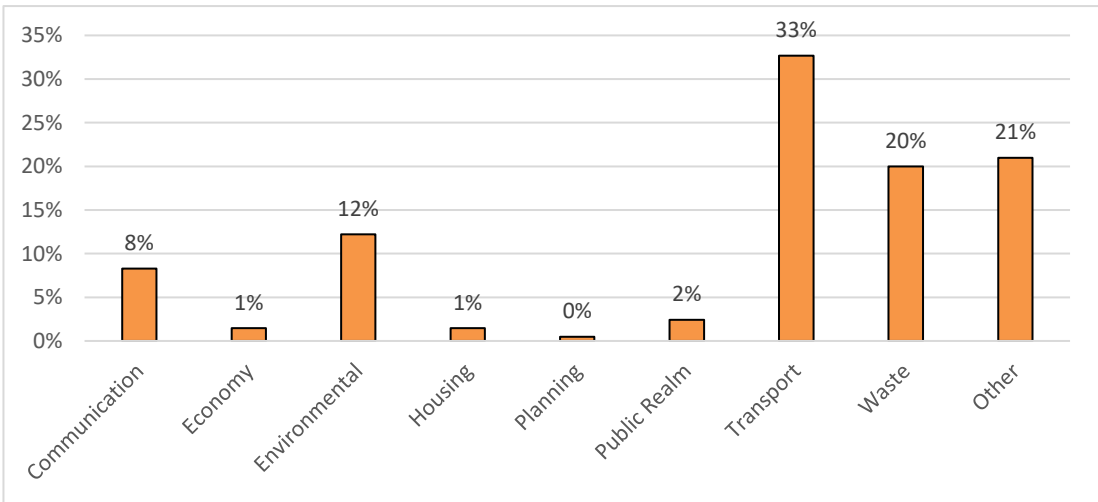
Comments covered a range of areas such as more green spaces and trees, green clauses on planning consents and improving energy efficiency of current homes and buildings, more recycling, more promotion of greener living and incentives for electric vehicles.

### Transport

Comments largely related to improving public transport; affordability, reliability, extended services and accessibility. Other common themes were sustainable transport for council and bus fleets, restricting cars in the city centre, reducing traffic and offering incentives for green vehicles.

**Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communication	17	8%
Economy	3	1%
Environmental	25	12%
Housing	3	1%
Planning	1	0%
Public Realm	5	2%
Transport	67	33%
Waste	41	20%
Other	43	21%
<b>Total Comments</b>	<b>205</b>	



**Summary of Common Themes**

**Transport**

Comments largely related to driving less and walking, cycling or using public transport more and looking into electric cars.

**Waste**

Comments related to recycling, reusing and repairing more and using less plastic.

# Council Plan Consultation 2019 - A Greener Cleaner City

## Post-it Board Responses

**Cleaner, greener city**

- Some suburban streets are still dirty with dog pooping and uneven surfaces. Some roads full of potholes in the night.
- Plant + Sustain More trees, especially food trees.
- Better cycle lanes
- frams
- Water plastic recycling scheme for householders
- More plastic trees.
- Tidy grass verges and weeds on roads.
- keeping grass verges tidy.
- How about tram train through - tall bridge - city centre - hospital
- more green spaces in city - more **PARKS**
- Stop major supermarkets offering any plastic bags - persuade them to set reusable.
- ALLOW HOMELESS THE USE OF PAPER CUPS FOR COLLECTING MONEY.**
- Stiffer penalties for people dropping cigarette ash
- Automatic fines for litter dropers. Urgent!
- MORE TREES STOP CO2**

**Greener, cleaner city**

- Better household recycling services. Food waste collection for recycling / compost.
- More radical approach - less jargon more tangible actions. - bins fully integrated - better links for it.
- or CLEAN streets ways
- Tackle dog poo, not just in the city centre
- license dog cycle network & footpaths **NOT** roads
- Better bus service. More reliable. Cheaper for local people to actually go on bus.
- Affordable housing and wider plastic recycling.
- Wider & easier recycling of plastics. Cleaning products claim they can be - but they don't. Other methods considered.
- Traffic law enforcement - it's a wild west out there with cycles in danger
- Bigger incentives to not use cars. Safer public transport.
- clean the fens. drilled water network. Also more litter picking from streets.
- Fix the storm drains down New Walk
- Being greener is essential for a healthy future.
- Safer cycling routes
- City Centre: Traffic-free Sundays [except for public transport, taxis & emergency services]. Bicycles: as long as pedestrians have right of way.

**Greener, cleaner city**

- congestion charges in city centre
- trams.
- Build an underground
- GET THE BUSES TO RUN ON TIME (fixed stops)**
- More community action in rearing and plant trees. Keep lawns from being overgrown. Plant car parks.
- Reduce traffic. Vests on lower bridge & have walking & cycling a priority in cleaner air.
- Reduce all dead weight (over park lanes) from the city air zone.
- We need safer cycling facilities. no parking on cycle lanes. cycle lanes that actually work. more signposting!!! more police to stop people from driving.
- Plant more trees especially along green throats. Target each ward to have planting day.
- Some action in city centre on main road like travel for buslanes. better bus routes, signage and increase bus priority lanes, & sustainable for carlanes. not for pedestrians.
- Free energy advice office about insulation etc.
- Trustworthy & authoritative advice on insulation & different forms of heating.
- WHEELIE BINS FOR RECYCLING**
- Senior action on setting up committees in all areas. really work.
- 'Ditch cycle' - buy cycle works to look up residential areas with places + schools / community.

## **Outcome: Creating homes and World-class infrastructure**

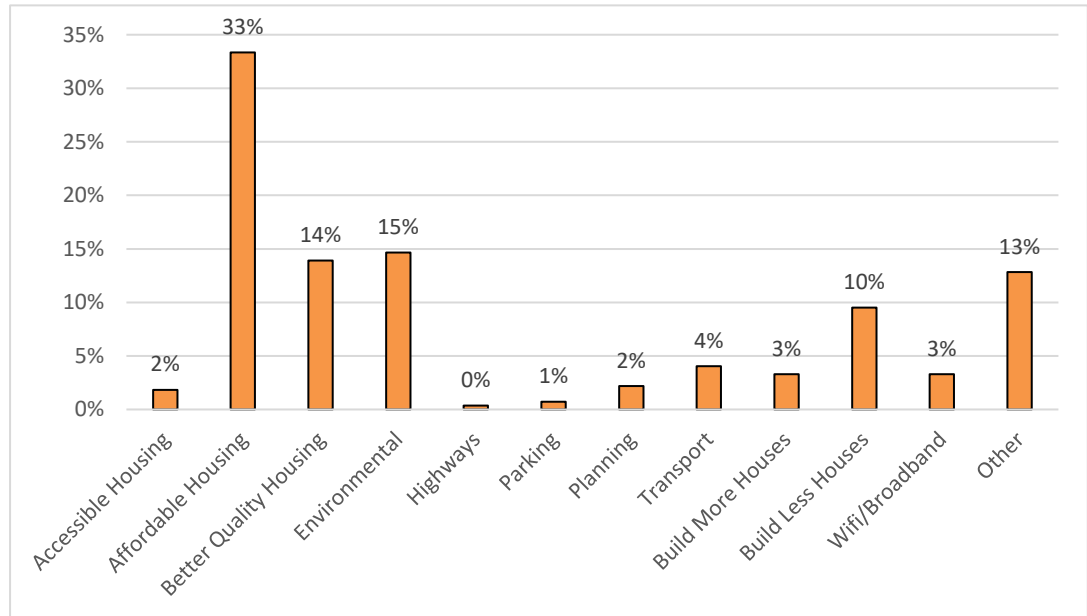
***The right housing is affordable and available alongside good quality infrastructure to support communities and business***

*To ensure York is an affordable place to live for our residents, we need homes to be built which provide good-quality living for people with a wide range of needs. Key development sites such as York Central and Castle Gateway need to provide the infrastructure to support communities and businesses to thrive. We want to enhance our existing strengths in digital infrastructure to allow all to benefit from emerging opportunities and technology.*

## Council Plan Consultation 2019 - Creating homes and World-class infrastructure

Question: What is most important to you in achieving this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Accessible Housing	5	2%
Affordable Housing	91	33%
Better Quality Housing	38	14%
Environmental	40	15%
Highways	1	0%
Parking	2	1%
Planning	6	2%
Transport	11	4%
Build More Houses	9	3%
Build Less Houses	26	10%
Wifi/Broadband	9	3%
Other	35	13%
<b>Total Comments</b>	<b>273</b>	



### Summary of Common Themes

#### Affordable Housing

Comments related to a need for more affordable housing both to rent and buy.

#### Environmental

Comments related to more sustainable houses and buildings and stricter regulations for developers along with protecting green spaces.

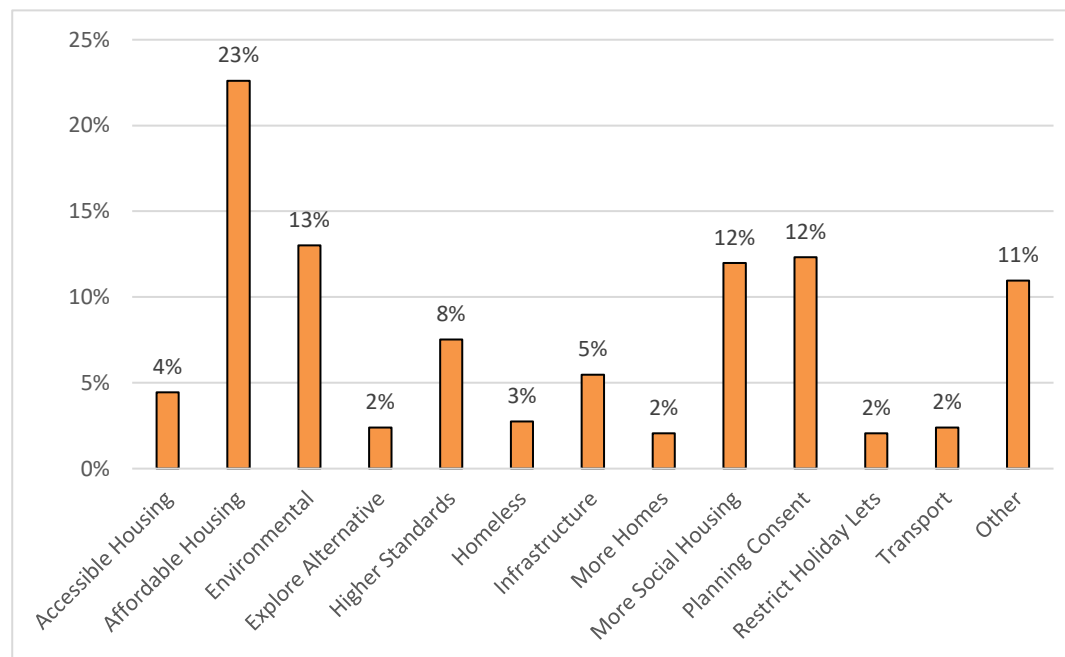
#### Better Quality Housing

Comments related to fit for purpose high quality homes with good supporting infrastructure.

# Council Plan Consultation 2019 - Creating homes and World-class infrastructure

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Accessible Housing	13	4%
Affordable Housing	66	23%
Environmental	38	13%
Explore Alternative	7	2%
Higher Standards	22	8%
Homeless	8	3%
Infrastructure	16	5%
More Homes	6	2%
More Social Housing	35	12%
Planning Consent	36	12%
Restrict Holiday Lets	6	2%
Transport	7	2%
Other	32	11%
<b>Total Comments</b>	<b>292</b>	



## Summary of Common Themes

**More Affordable and Social Housing**

Comments related to a need for more affordable housing both to rent and buy and a need for more social housing.

**Environmental**

Comments related to more sustainable houses and buildings and stricter regulations for developers along with protecting green spaces.

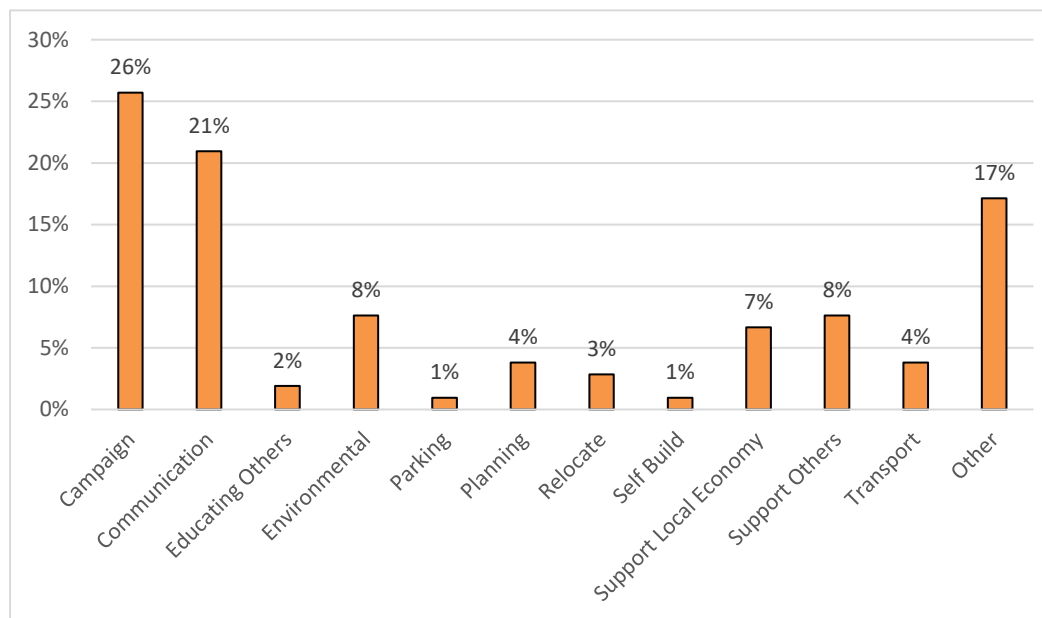
**Planning Consent**

Comments related to stricter regulations for developers to ensure sustainable homes and buildings along with protecting green spaces.

## Council Plan Consultation 2019 - Creating homes and World-class infrastructure

Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaign	27	26%
Communication	22	21%
Educating Others	2	2%
Environmental	8	8%
Parking	1	1%
Planning	4	4%
Relocate	3	3%
Self Build	1	1%
Support Local Economy	7	7%
Support Others	8	8%
Transport	4	4%
Other	18	17%
<b>Total Comments</b>	<b>105</b>	



### Summary of Common Themes

#### Campaign

Comments mainly related to being more active through campaigns, lobbying and voting.

#### Communicate

Comments mainly related to offering more feedback and engaging in discussion or consultations.



# Council Plan Consultation 2019 - Creating homes and World-class infrastructure

## Post-it Board Responses

Creating homes & world class infrastructure

<p>Require all new building to be sustainable / green spec</p> <p>Exclude properties from council tax discounts</p> <p>Consistent planning</p>	<p>CLEAN (EE); GREEN (EE); LESS CO<sub>2</sub> - WHISTLE BLOWING!</p>	<p>Affordable rents! more properties available. lower council tax. affordable 'have purchase'</p>	<p>Police Committee for home owners who share their home or take in lodgers.</p>	<p>More 'Garnet' properties for poor people. 10.000 ground etc. loss student accommodation aren't students</p>
<p>Don't build on flood plains</p>	<p>NO HOUSE-BUILDING AT ASKHAM BOS!!</p> <p>Content agreement!</p>	<p>Investigate State Agencies</p> <ul style="list-style-type: none"> <li>Stop speculation</li> <li>Check if some places a minimum and about degree of health and safety</li> <li>Increase taxes for owner and S.A. to reduce the unreasonable high rents and values of houses</li> </ul>	<p>4 Affordable homes for everyone. Some of us are stuck in unsatisfactory conditions but can't afford to move.</p>	<p>DENSITY</p> <ul style="list-style-type: none"> <li>Clifton Moor - Marks X</li> <li>Regent Outlet</li> <li>... by building multi-story car parks with bike sheds</li> <li>... and we've created work for housing!</li> <li>be more like London... etc</li> </ul>
<p>Build enough truly affordable homes or at least heavy local authority housing</p>	<p>Concentrate on open land - affordable housing for those who live here rather than expensive flats for investors.</p>	<p>More housing FOR YOUNG PEOPLE AND START IN LIFE</p>	<p>Insist on affordable homes on brown field sites - stop luxury developments</p>	<p>More Affordable Housing</p>

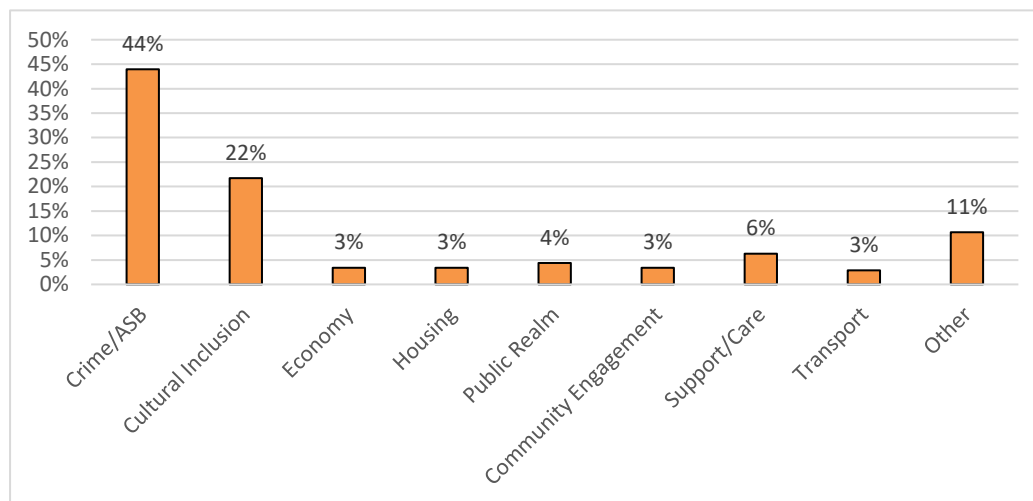
## **Outcome: Safe Communities and culture for all**

*People are safe from harm in strong, resilient and supported communities, enhanced by an appealing and inclusive cultural offer*

*A strength of York is our strong and safe communities who support each other and create an interesting and exciting place to live. Our cultural offer is renowned internationally, particularly in relation to our heritage, and we want this to be enjoyed by, accessible to and representative of all our communities.*

**Question: What is most important to you in achieving this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Crime/ASB	91	44%
Cultural Inclusion	45	22%
Economy	7	3%
Housing	7	3%
Public Realm	9	4%
Community Engagement	7	3%
Support/Care	13	6%
Transport	6	3%
Other	22	11%
<b>Total Comments</b>	<b>207</b>	



**Summary of Common Themes**

**Crime/ASB**

Comments related to policing, more crime taken seriously, more community based police wanted present at schools and generally making York safer.

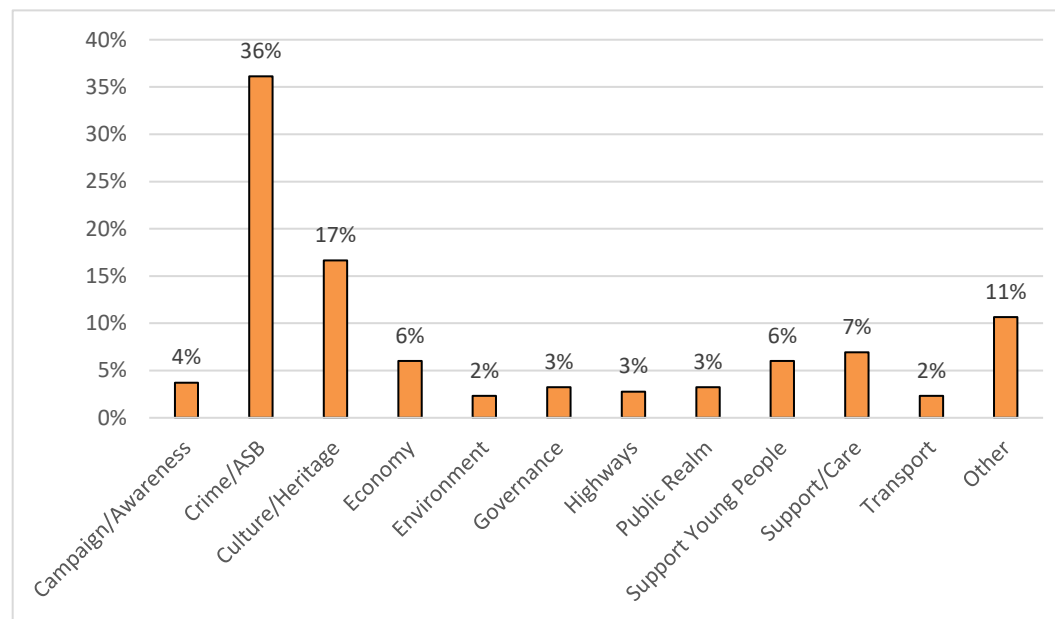
**Cultural Inclusion**

Comments related to focusing on cultural diversity, more schooling on ethnic inclusivity, reducing inequalities and promoting benefits of multiculturalism. Along with ensuring everyone has access to York's cultural offer and that all communities are treated equally.

# Council Plan Consultation 2019 - Safe Communities and culture for all

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaign/Awareness	8	4%
Crime/ASB	78	36%
Culture/Heritage	36	17%
Economy	13	6%
Environment	5	2%
Governance	7	3%
Highways	6	3%
Public Realm	7	3%
Support Young People	13	6%
Support/Care	15	7%
Transport	5	2%
Other	23	11%
<b>Total Comments</b>	<b>216</b>	



## Summary of Common Themes

**Crime/ASB**

Comments related to harsher penalties, decreasing the amount of drinking establishments within York and police working closer with communities.

**Culture/Heritage**

Comments related to protecting the heritage within York, supporting more events such as arts and free visits to art galleries and theatre.

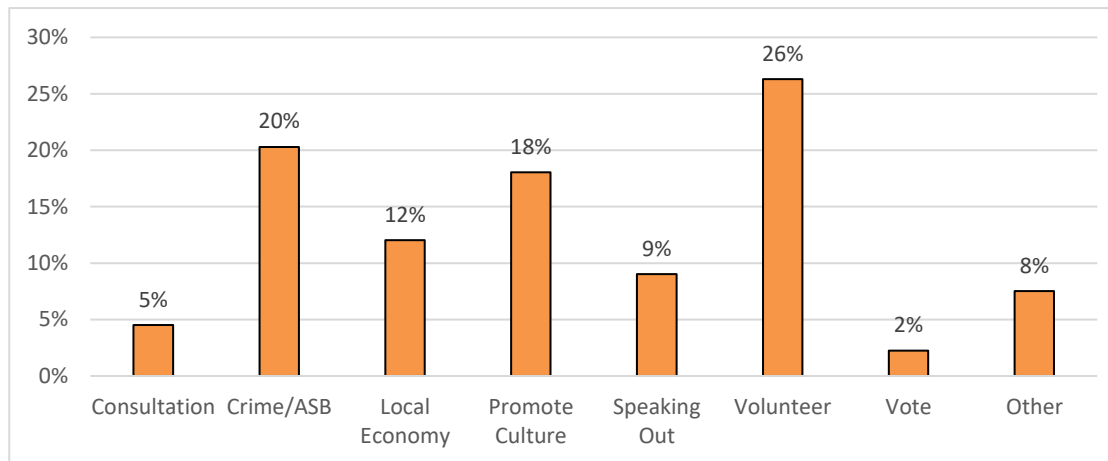
**Support/Care**

Comments related to supporting more networks and local communities and support workers through college and school.

## Council Plan Consultation 2019 - Safe Communities and culture for all

**Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Consultation	6	5%
Crime/ASB	27	20%
Local Economy	16	12%
Promote Culture	24	18%
Speaking Out	12	9%
Volunteer	35	26%
Vote	3	2%
Other	10	8%
<b>Total Comments</b>	<b>133</b>	



### Summary of Common Themes

**Volunteer**

Comments related to getting involved in more events within local communities and volunteering more often, helping neighbours and supporting events that are low on staff.

**Crime/ASB**

Comments related to supporting neighbour watch, reporting any incidents seen and being more vigilant.

**Promote Culture**

Comments related related to visiting cultural events more, becoming a holder of York card and promoting more of the local heritage.

# Council Plan Consultation 2019 - Safe Communities and culture for all

## Post-it Board Responses

**Safe Communities and culture for all**

More after school clubs or weekends	The Police Activities Squad's BUSKERS:	Build affordable housing as opposed to small expensive flats.	Is something (anything?) about raising young cultural groups of talent - ie no longer go out and do anything	It would be nice to go into town or a shopping not necessarily have to have lots of heavily intoxicated people / harassed people
Culture for everyone - classical concerts more affordable - music instrument lessons at schools - more theatre subsidies - making arts more accessible & affordable - daytime classes	Acknowledge the hate crimes + tackle them	Complices for people who are reared. Creation of communities that depend on state.	More help getting homeless off the streets into homes.	This is the problem that we require specialist help. Listen & talk with health and wellbeing. Support community generated activities!
Archaeology and Heritage with Digital Tourism and City/Community pride. Don't ignore it!	No parking and pavements or steps issues!	More streets with parked cars -> No bins	Working class in Universities to have student or low on nights out	

**Safer communities + culture for all**

Support system for those experiencing child to parent violence. Currently only respect systems have to sign - not mandatory 31!	Keep Libraries available	Classical music for all - including children at school	Clifford made a connection with friends from members school in Plymouth and shared it. Plymouth takes place at the Palace. For tonight - might be possible to have more depending on demand.	Fun Booking for gym, roads. Community media
Crack down on drunken disorder in evenings / nights / race days	Keep libraries going!	Librarians to stay open & provide variety of services	Focus on wellbeing - alleviating the burden of other	Bicycles/cycles OFF the pavements - how to connect to v. dangerous
Please stop the antisocial behaviour in the city centre. Drinking session and letting parties free for rent. Dress better. We get the police	Museums & Art Galleries should be free for rent. Rockabe	Why lump 'Culture' with 'Safe Communities' Culture deserves its own outcome - " (especially linked with "learning" - also missing !!!??	"Green up" as much public space as possible to maintain it - lifts the spirits + better for wellbeing	Don't shut libraries. They are not a luxury, library is a necessity the function of a library.

## **Outcome: An open and effective Council**

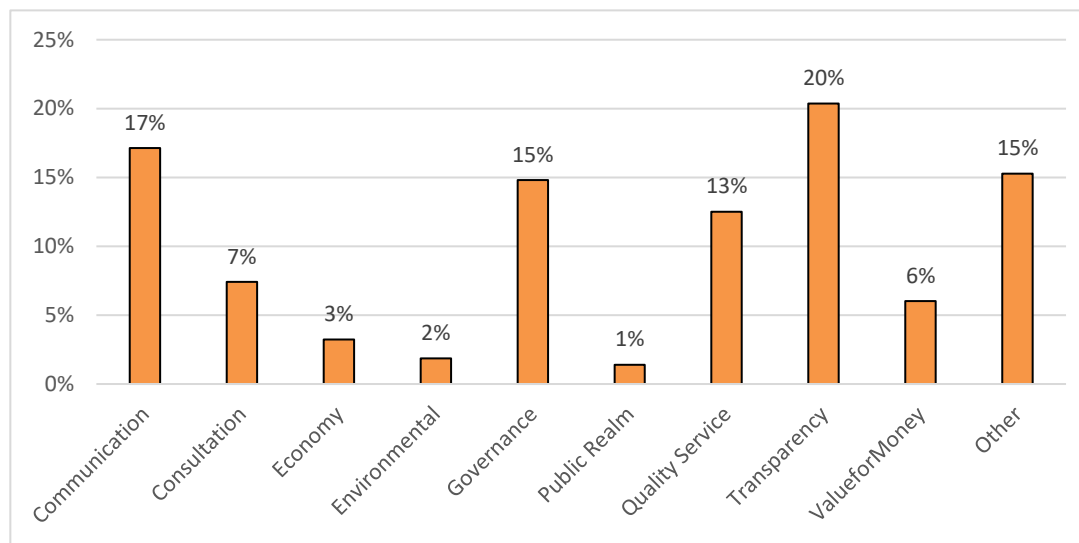
***We work as an open, transparent and accountable organisation, in partnership with key stakeholders, to deliver on residents priorities and achieve the council plan outcomes for our city***

*City of York Council has a key role in co-ordinating activity across the city and providing high-quality services. We want to efficiently and effectively use the council's resources alongside the strengths and capabilities of residents, communities, business and organisations to collectively achieve the best outcomes for our city.*

# Council Plan Consultation 2019 - An open and effective Council

**Question: What is most important to you in achieving this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communication	37	17%
Consultation	16	7%
Economy	7	3%
Environmental	4	2%
Governance	32	15%
Public Realm	3	1%
Quality Service	27	13%
Transparency	44	20%
ValueforMoney	13	6%
Other	33	15%
<b>Total Comments</b>	<b>216</b>	



## Summary of Common Themes

**Transparency**

Comments related to making the council more open and accountable.

**Communication**

Comments related to publicising more about the council and what we do, more up to date website and more open debates and decisions.

**Governance**

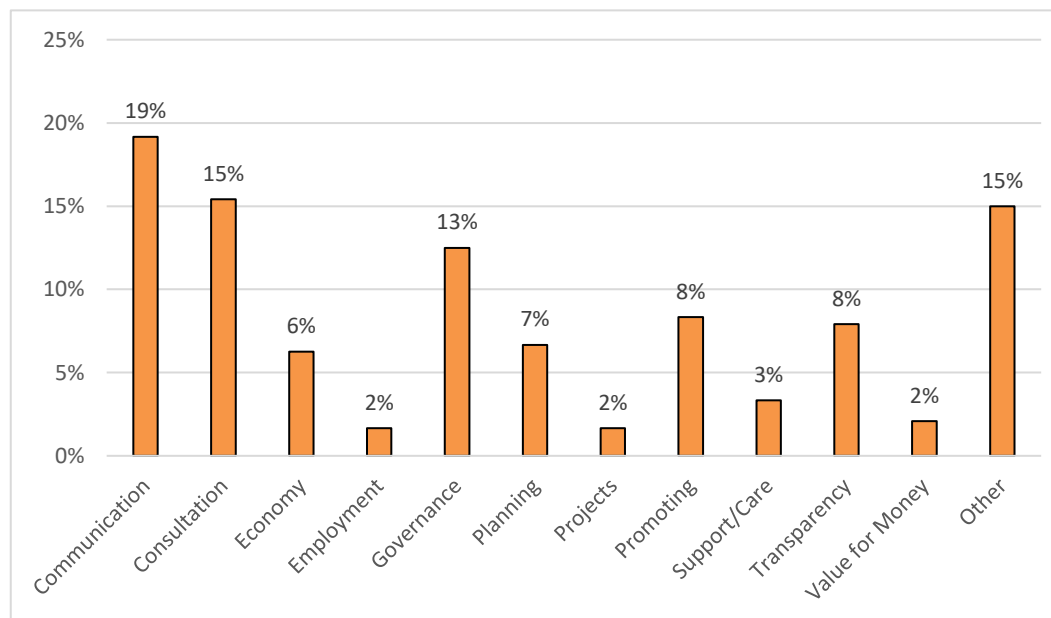
Comments related to a range of areas including being more pragmatic, more partnership working, commitment, ambition and vision and better 'working together'.



# Council Plan Consultation 2019 - An open and effective Council

**Question: What should the council do to help achieve this outcome?**

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Communication	46	19%
Consultation	37	15%
Economy	15	6%
Employment	4	2%
Governance	30	13%
Planning	16	7%
Projects	4	2%
Promoting	20	8%
Support/Care	8	3%
Transparency	19	8%
Value for Money	5	2%
Other	36	15%
<b>Total Comments</b>	<b>240</b>	



## Summary of Common Themes

**Communication**

Comments related to overall communication within CYC, listening to residents and their concerns, and an easier way to connect with councillors.

**Governance**

Comments covered a range of areas such as listening more to staff, putting residents ahead of politics and reviewing practices.

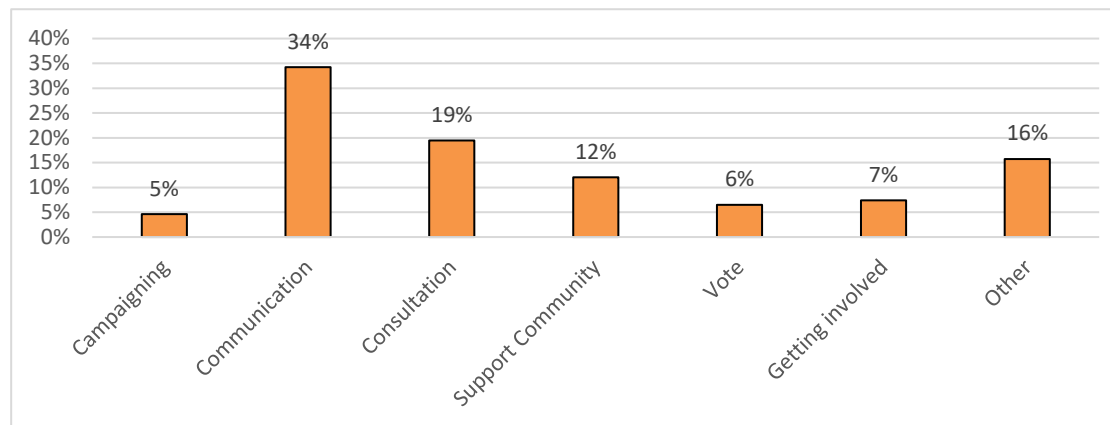
**Consultation**

Comments related to providing consultation opportunities for all, publish more consultations and listen to more residents.

## Council Plan Consultation 2019 - An open and effective Council

Question: What could you (as an individual, part of a community or an organisation) do to help achieve this outcome?

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Campaigning	5	5%
Communication	37	34%
Consultation	21	19%
Support Community	13	12%
Vote	7	6%
Getting involved	8	7%
Other	17	16%
<b>Total Comments</b>	<b>108</b>	



### Summary of Common Themes

#### Communication

Comments related to keeping everyone informed, contacting the council with any issues and providing feedback on outcomes.

#### Consultation

Comments related to continuing to answer consultations sent out, being more active on the talkabout panel contribution and giving views to the council.

# Council Plan Consultation 2019 - An open and effective Council

## Post-it Board Responses

Open and effective council

treat your staff like assets not liabilities

1. Empty street bins
2. Reduce noise
3. Pick up litter
4. Self Help Bins / SAG Bins
5. SAG Bins come with HD UV

Provide FREE public toilets in all areas of work (except in town). Put MORE litter bins around town + change them to a bright color!

No mixed litter+dog poo bins

Link the big commission

Less paid lunches, more support for those that need it

Joined up working!  
No blanket policies re: Staff Bunking  
No bunking the law: provide paid leave Payment of Notes: Provide Social Workers that help when people ask!

↑ homeless beds  
↑ social care funding  
↑ DASH services  
↑ social housing.

↳ This - The Services are doing what they can but a lot of us feel like statistics rather than people in pain

Free public toilets reduce car parking costs

Be friendlier on the phone

Fill in the pot holes on roads.

A Little honesty would go a long way...

Representation from a range of backgrounds (age + gender + cultural diversity)

Engage under-represented litter wardens

Transition to a Postcapitalist economy

Open and effective council

electric buses tender process

not just bp service - have a vision, do it properly, co-operate & be open

like announcements like 'climate emergency' seriously - as if it was better to be an emergency

surveys in every Council ward and alongside MP's surgeries. Meet your Councillors, 15 day sessions

Transition to a postcapitalist economy asap

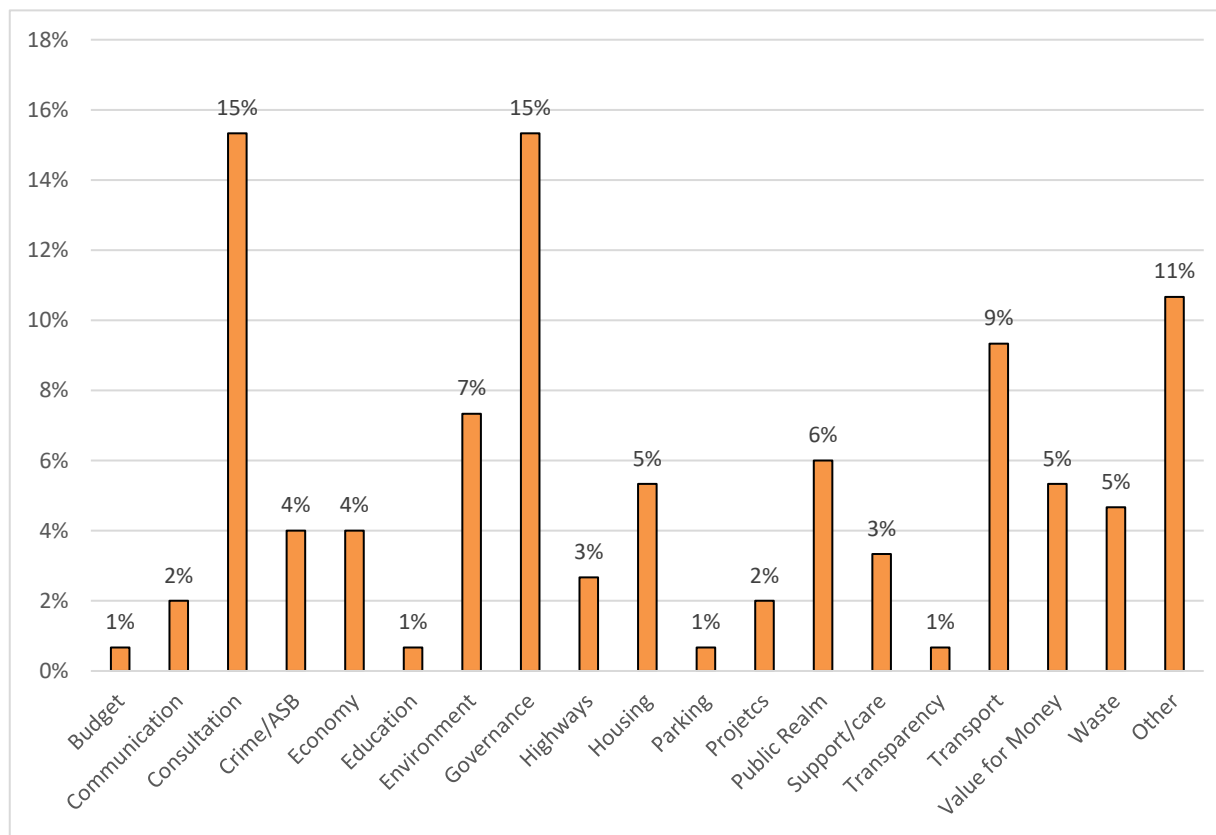
Be friendlier on the phone

Fill in the pot holes on roads.

# Council Plan Consultation 2019 - Final Comments

Question: Please leave any other comments you may have about the York Council Plan 2019-2023

Comments Relating to . . .	Number of Comments	Percentage of total Comments
Budget	1	1%
Communication	3	2%
Consultation	23	15%
Crime/ASB	6	4%
Economy	6	4%
Education	1	1%
Environment	11	7%
Governance	23	15%
Highways	4	3%
Housing	8	5%
Parking	1	1%
Projetscs	3	2%
Public Realm	9	6%
Support/care	5	3%
Transparency	1	1%
Transport	14	9%
Value for Money	8	5%
Waste	7	5%
Other	16	11%
<b>Total Comments</b>	<b>150</b>	

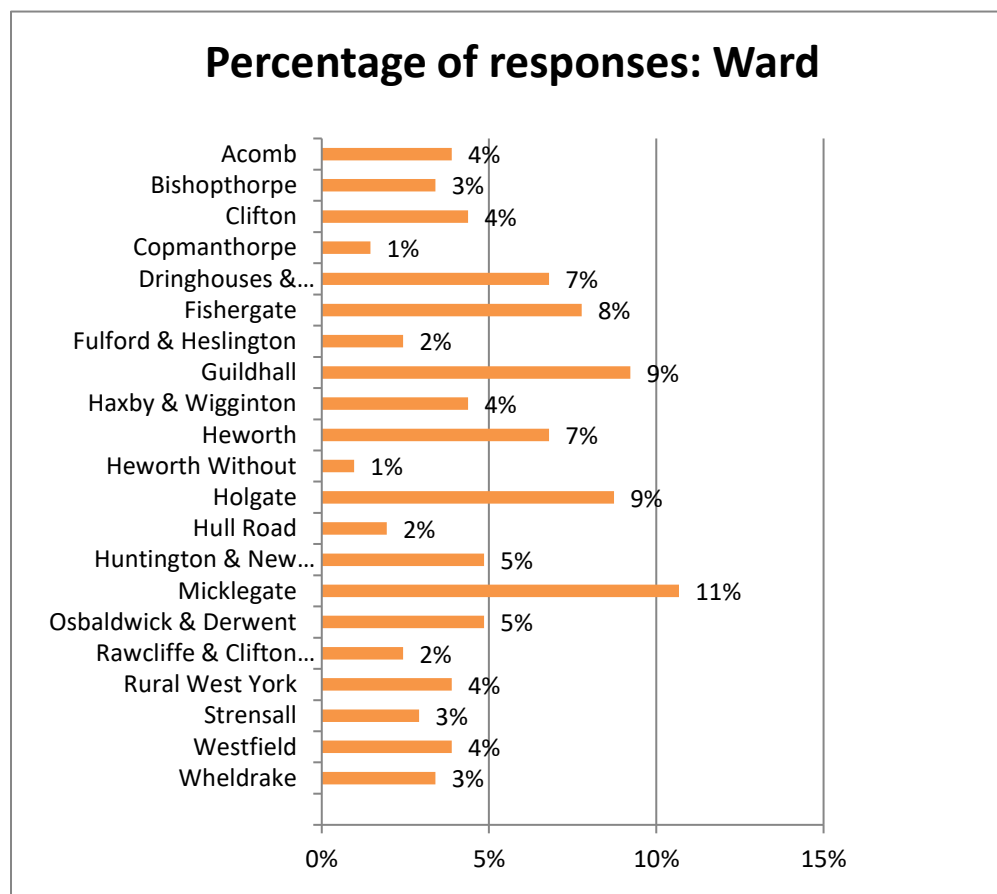


# Council Plan Consultation 2019 - About You

## Question: Please enter your home postcode

206 respondents gave their full post code which have been matched into York Wards.

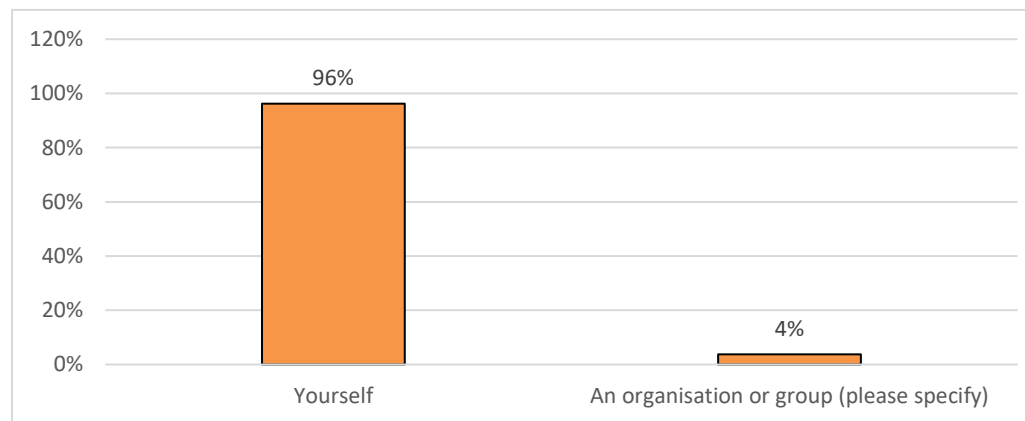
York Wards	Responses	Percentage
Acomb	8	4%
Bishopthorpe	7	3%
Clifton	9	4%
Copmanthorpe	3	1%
Dringhouses & Woodthorpe	14	7%
Fishergate	16	8%
Fulford & Heslington	5	2%
Guildhall	19	9%
Haxby & Wigginton	9	4%
Heworth	14	7%
Heworth Without	2	1%
Holgate	18	9%
Hull Road	4	2%
Huntington & New Earswick	10	5%
Micklegate	22	11%
Osbalwick & Derwent	10	5%
Rawcliffe & Clifton Without	5	2%
Rural West York	8	4%
Strensall	6	3%
Westfield	8	4%
Wheldrake	7	3%
<b>Total</b>	<b>206</b>	



## Council Plan Consultation 2019 - About You

### Are you responding on behalf of

Answer Categories	Responses	Percentage of total response
Yourself	256	96%
An organisation or group (please specify)	10	4%
<b>Total</b>	<b>266</b>	



#### An organisation or group (please specify)

York and North Yorkshire Chamber of Commerce

NY Fire & Rescue Service

Fulford School/ Soth York MAT

York St John University

York people first

Good Food York

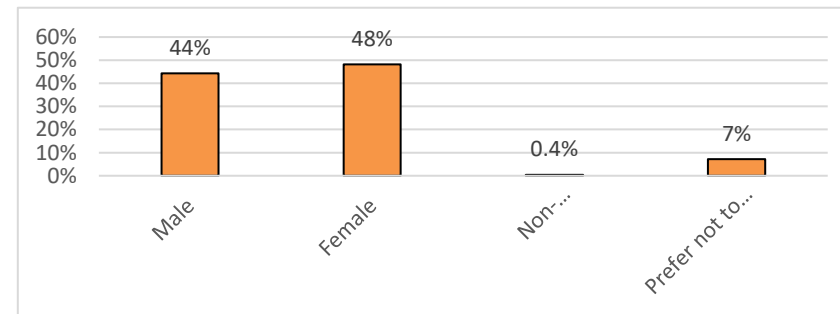
Nunnery Area Residents Association

K

not appropriate

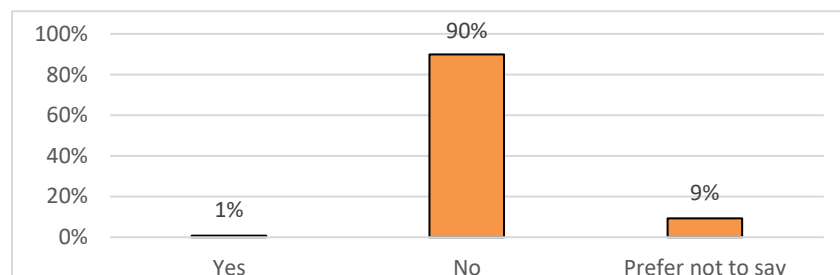
### Your Gender

Answer Choices	Responses	Percentage of total response
Male	118	44%
Female	128	48%
Non-binary/Gender Variant	1	0.4%
Prefer not to say	19	7%
<b>Total</b>	<b>266</b>	



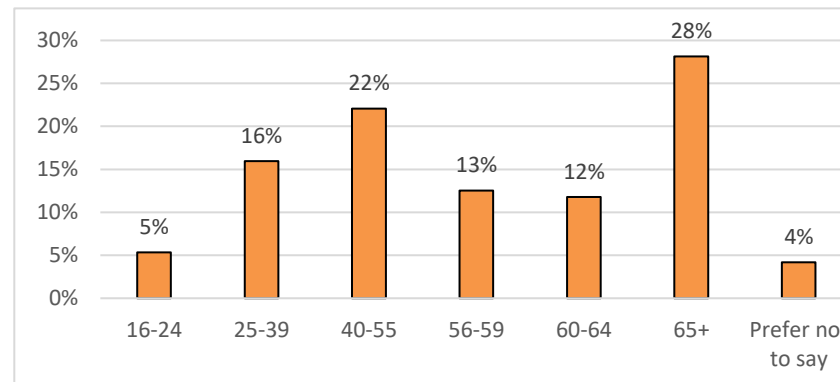
### Do you identify yourself as trans?

Answer Choices	Responses	Percentage of total response
Yes	2	1%
No	233	90%
Prefer not to say	24	9%
<b>Total</b>	<b>259</b>	



### Your Age

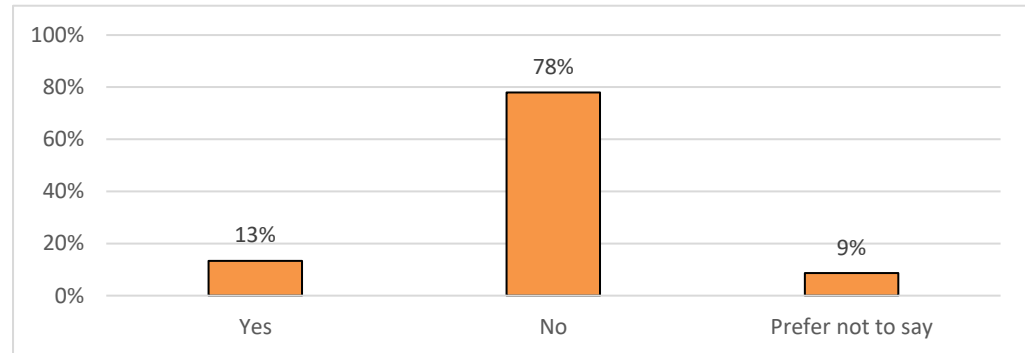
Answer Categories	Responses	Percentage of total response
16-24	14	5%
25-39	42	16%
40-55	58	22%
56-59	33	13%
60-64	31	12%
65+	74	28%
Prefer not to say	11	4%
<b>Total</b>	<b>263</b>	



## Council Plan Consultation 2019 - About You

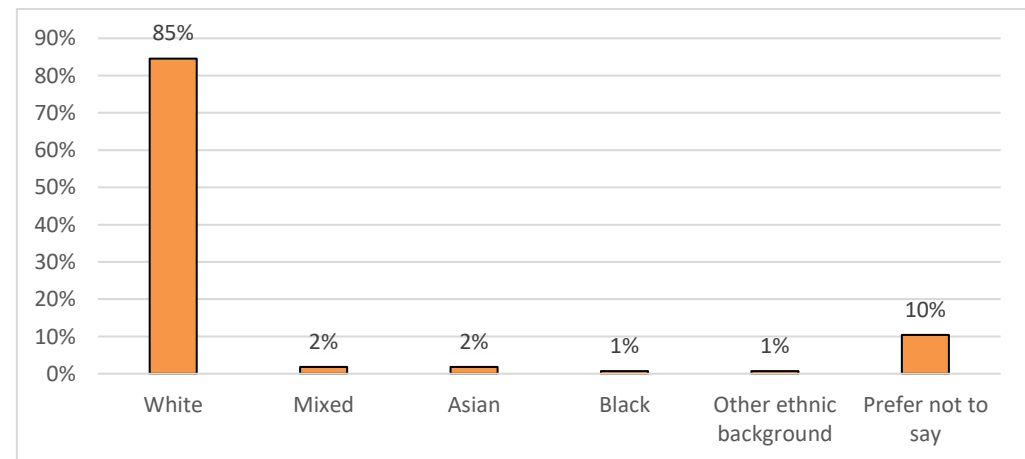
### Do you consider yourself to be disabled?

Answer Choices	Responses	Percentage of total response
Yes	34	13%
No	198	78%
Prefer not to say	22	9%
<b>Total</b>	<b>254</b>	



### Your Ethnic Origin

Groups	Responses	Percentage of total response
White	236	85%
Mixed	5	2%
Asian	5	2%
Black	2	1%
Other ethnic background	2	1%
Prefer not to say	29	10%
<b>Total</b>	<b>279</b>	







# Performance Management Framework (2019 – 2023)

## Introduction



This framework aims to assist Executive and Policy & Scrutiny Members (councillors), members of the Corporate Management Team, Partners (including Partnership Board chairs/members) and supporting officers to understand performance management and the various components that contribute to effective performance.

York is faced with a range of challenges and opportunities in continuing to provide statutory and frontline services alongside higher expectations from customers.

Our ability to continue to deliver services and the key actions we plan to prioritise during the life of this Plan is dependent on how well we address the continuous financial pressure local government is facing (in the last decade we have made savings of £105m) as well as the increasing demand for social services.

Our aim is to be one of the highest performing councils by finding ways to improve local services and deliver them at a reduced cost whilst considering the changing needs and demographics of residents across the city in order to provide better outcomes for residents and businesses.



# Performance Management Framework (2019 – 2023)

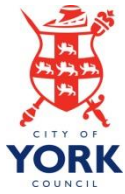
## Purpose

### Purpose of the Framework

Performance Management is essential to the success of City of York Council in delivering the ambitions of the Council Plan and is a vital element of forward planning, risk management and continuous improvement. The Council Plan has eight draft key themes and the framework of measurement, reporting and understanding is designed to support its delivery. The Council Plan themes are;

Theme	Description
Good Health and Wellbeing	Every resident enjoys the best possible health and wellbeing throughout their life
Well-paid jobs and an inclusive economy	High-skilled and better-paid jobs in sustainable businesses, providing opportunities for all York's people in an inclusive economy
Getting around sustainably	More people choose to travel by public transport, walking or cycling, benefiting from improved roads, footpaths and cycle routes across the city, cutting congestion, pollution and carbon emissions.
A Better Start for Children and Young People	Families, carers and schools are supported so that every child and young person has the opportunity to develop, learn and achieve their aspirations.
A Greener and Cleaner City	York's environment is protected and enhanced through investment in the Council's frontline services working towards becoming a carbon neutral city by 2030
Creating homes and World-class infrastructure	The right housing is available, affordable and environmentally sustainable for everyone with good quality infrastructure that supports community and local businesses.
Safe Communities and culture for all	Residents live safe from harm as part of strong and vibrant communities, participating in their local area and have access to a range of quality cultural activities
An open and effective Council	We work as an open, transparent, democratically-led and accountable organisation, in partnership with key stakeholders, to deliver on residents priorities and achieve the council plan outcomes for our city

Each of the themes outlined span across the portfolios held by elected Executive Members and routine performance monitoring of portfolios will help drive the delivery of activity, in order to realise ambitions in each area.



# Performance Management Framework (2019 – 2023)

## Purpose

### Why is Performance Management Important?

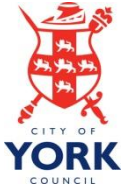
Performance should be managed at an organisational, service, team/operational and individual level, with each informing the other. To know when and what action to take, performance has to be measured, monitored and analysed. To know how to judge performance, criteria must be agreed; aims, objectives and targets.

If the Council is going to deliver the outcomes that people of York want, there has to be a performance management framework that:

- Is based on key priorities and objectives and helps to measure the right things at the right time;
- Is based on a few key performance metrics which measure the right things at the right time and frequency;
- Is used to continually improve how we work together and the way services delivered are performance managed;
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how partners and services are performing;
- Enables learning from others, learning from our own experiences and mistakes and listens to partners needs;
- Meets the needs of all the people involved in delivering outcomes in the city, inside and outside the Council.

Effective Performance Management will help to:

- Clearly articulate our priorities and desired outcomes;
- Prioritise what gets done within the resources available;
- Highlight where more resources may be required;
- Provide and demonstrate value for money;
- Provide good services and satisfaction for users and the local community;
- Motivate and manage our staff;
- Identify local, regional and national emerging patterns and trends;
- Respond effectively to existing and new challenges.



# Performance Management Framework (2019 – 2023)

## Design

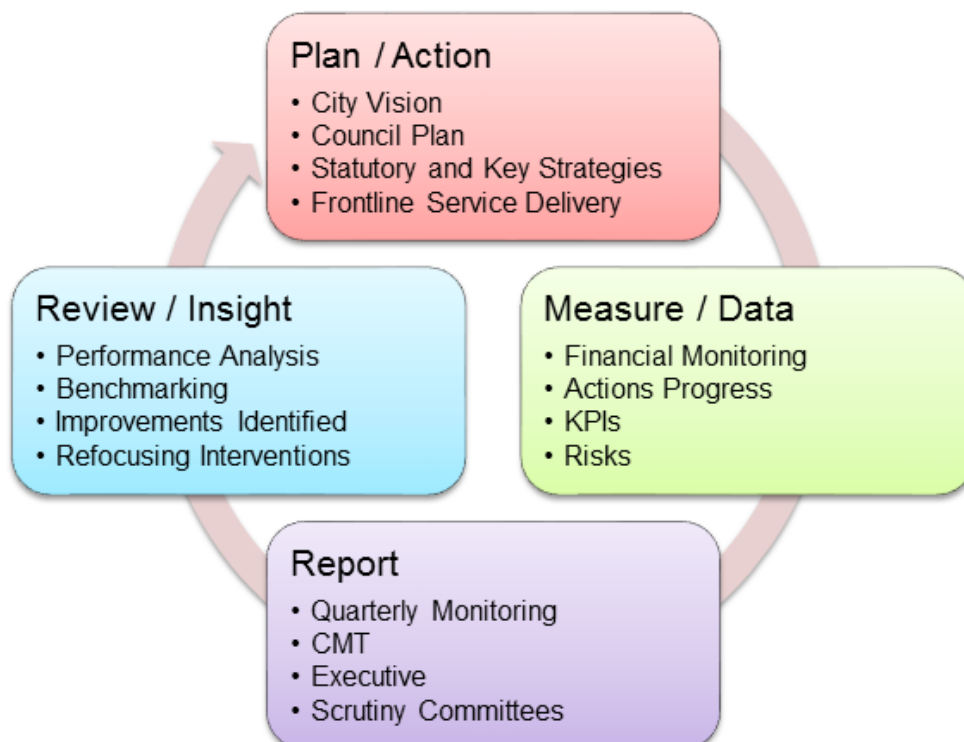
The key to managing performance is to be able to measure performance, as only by devising appropriate measures can we properly monitor how the Council is progressing towards achieving its strategic objectives, and to prioritise resources to what matters most.

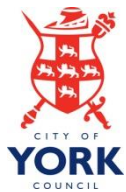
York's Performance Management Framework is designed to allow us to take action in response to actual performance to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources for residents and businesses.

Our integrated Performance Management arrangements enable us to:

- Prioritise and set clear objectives (how we intend to deliver services);
- Track and communicate whether or not they are being achieved;
- Take effective, well-informed and timely decisions to ensure that we are continuously improving and that our objectives are being met in line with expectations.

This Framework is based on the Plan, Measure, Report, Review cycle.





# Performance Management Framework (2019 – 2023)

## Plan

Against the backdrop of a long-term Vision for the City, there are a number of key drivers and influences that help to shape the delivery plan for the Council – the City of York Council Plan - including:

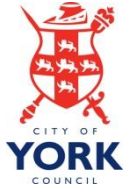
- Engagement and consultation with stakeholders (including partner agencies and communities);
- Our Medium Term Financial Strategy;
- Use of intelligence and performance information (including equality information) to provide the evidence base for understanding and intervention.
- Effective leadership – responsibility and accountability for the achievements necessary to address the priorities.
- Clarity about those priorities (internal and external) which the Council is seeking to address and how it will address them;

### National Frameworks and Statutory Returns

Whilst there is no national performance management framework there remains a significant duty placed on local councils to provide central government with ‘data’ via the single data list and also through a range of continual inspectorial frameworks. Examples of this include:

- Ofsted Ilacs inspection
- CQC local system review
- Local Authority Housing returns
- Finance and Service user returns
- Workforce Returns
- School Census and Key stage

On average the Council will work to ensure that over 700 pieces of data are monitored and returned to central government on a regular basis, as well as LGA “good practice” requirements to provide open and transparent data to its residents on a variety of datasets from transport and economics to social care, education, environmental and community engagement.



# Performance Management Framework (2019 – 2023)

## Plan

### Strategic Planning

The Council's performance management framework depends on a network of plans that work together to deliver key outcomes for York. Key council strategies include:

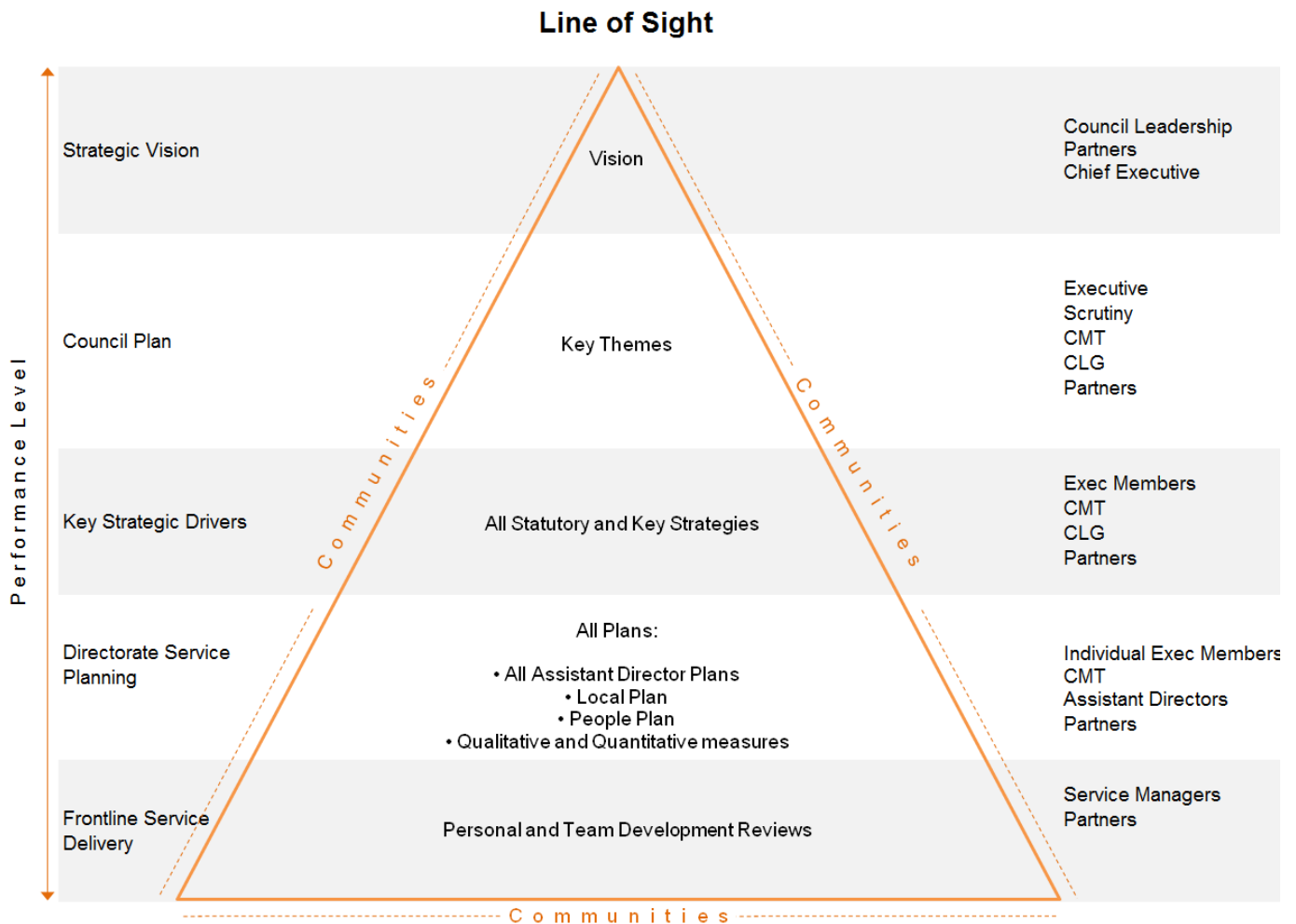
- Health and Wellbeing Strategy
- York Economic Strategy
- Financial Strategy 2017/18 to 2021/22
- Children and Young People's Plan 2016 to 2020
- Children and Young People in Care Strategy 2016 to 2020
- York Equality Strategy: 2016 to 2020 - A Fairer York
- Risk Management Policy and Strategy
- Local Transport Plan 2011 to 2031
- Asset Management Strategy 2017 to 2022
- York Skills Plan
- Community Safety Strategy
- Adult safeguarding strategic plan 2016-2019
- York and North Yorkshire Housing Strategy 2015-2021
- Flood Risk Management Strategy

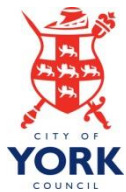


# Performance Management Framework (2019 – 2023) Plan

## Line of Sight

The performance management frameworks that assess the delivery and effectiveness of these plans are designed to be interlinked and contain metrics that relate back to the overall Council Plan. This allows the Council to maintain a Line of Sight, whereby everyone in the council, and various joint strategies, have a role to play in upholding the framework and supporting delivery of the key outcomes for the city.





# Performance Management Framework (2019 – 2023)

## Service Plans

Service Plans are produced following discussion with service plan holders and the relevant Executive Member to set out the priorities of the service and how these link to the wider Council objectives set out in the Council Plan. They provide a breakdown of the priorities within the Directorate, identifying the specific actions, outcomes, resources and targets that are aspired to in terms of performance. Service plans are mandated at the Assistant Director, or direct report to Director, level within City of York Council.

Each Directorate Management Team is responsible for monitoring achievement against the plan, identifying any areas of improvement, and enabling each individual in the organisation to have a clear line of sight between their individual objectives, and the Council Plan.

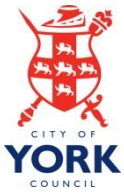
Service Plans should contain only:

- Actions that contribute to the achievement of the Council's Priorities;
- Actions that relate to frontline service, delivery of statutory requirements, or impacts on other Council strategic activity (such as Equalities / People plan);
- Actions that are driven by the need to improve efficiency and effectiveness;
- Actions that relate to major and medium projects of either the Council and the Directorate
- Actions that have agreed performance metrics against them; which ideally have measure of quality.

The Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now.

The performance reporting cycle monitors performance and progress against the delivery of the Council Plan and Service Business Plans. Reporting provides challenge, reviews exceptions quarterly, addresses under-performance and identifies corrective actions. Service Plans are reviewed annually and are agreed towards the start of the new financial year.





# Performance Management Framework (2019 – 2023)

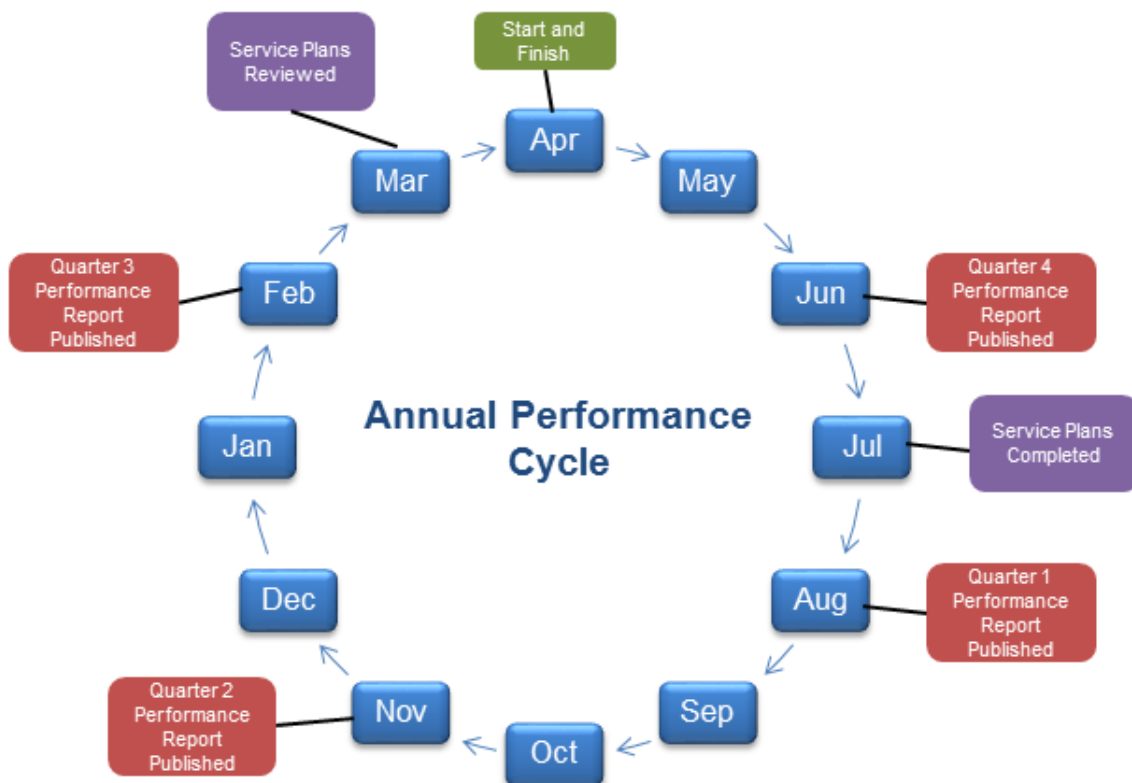
## Report

### Performance Reporting and Timeline

The Accounts Commission, under the Local Government Act 1992, directs all Councils to publish a range of information, sufficient to demonstrate that they are securing Best Value

Performance Reporting is about providing accurate, balanced and timely information to the right people at the right time and allows the Council to report in an open and accountable manner. At the end of each financial period, performance from the previous quarter is collated, reported and reviewed to monitor whether targets are being met and to identify any improvements and/or actions needed.

The Executive will receive this quarterly progress report, on the timetable set out below, that outlines; Strategic actions completed or current progress; Progress against key strategic indicators that support Council plan; Resource implications and current position; Change and refocusing activity where applicable; and current performance risks and how they are being managed.



*(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)*



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

To deliver good governance the Council must seek to achieve its objectives whilst acting in the public interest at all times. The Corporate Management Team, partnership board Chairs and business managers all play a crucial role in reviewing objectives and monitoring performance results.

Effective performance management requires clearly defined and structured accountability. For York these are:

- **Executive Members** have overall responsibility for the approval and accountability of the Council Plan and associated policy framework.
- **Corporate Management Team** are, in effect, ‘the custodians’ of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant service business and improvement plans.
- **Directorate Management Teams** are monthly meetings (chaired by Directors and attended by Assistant Directors, and corporate colleagues) which review performance and contribute to quarterly monitoring to CMT which will include exception reports where performance is a concern.
- **Partnership Boards** are responsible for both advising board members on priorities and ‘commissioning’ partnership action. They have a responsibility to monitor performance, and generating action to ensure that delivery is on course. They can also call performance clinics as and when required. Ultimately they need to report problems of performance to the Chief Executive Officer Group for consideration and action.
- **Improvement Boards / Performance clinics** are responsible for assessing and providing remedies for poor performance which may result in action plan revisions, shifts in resources or additional approaches adopted. They provide CMT and Priority Boards with the opportunity to recognise good performance, create ownership and accountability for performance management and service improvement.



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

- **Business Intelligence Hub** is responsible for ensuring that timely and accurate performance information is available. To enable on demand access to key data at all times, the Hub is responsible for surfacing the council's performance information onto:

The 'KPI Machine' – captures, stores and presents internally, all of the Key Performance Indicators required by City of York Council:

**KPI Machine**  
Please click on a link below to view details.  
Produced by the Business Intelligence Hub

[Info](#)  
[User Guide](#)  
[KPI Machine Admin](#)

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Council Management Team	Directorate Management Teams	Policy and Scrutiny Committees		
<a href="#">Strategic Indicators</a> <a href="#">Organisational Balanced Scorecard</a> <a href="#">Service Plans</a>	<a href="#">Children, Education and Communities</a> <a href="#">Customer and Corporate Services</a> <a href="#">Economy and Place</a> <a href="#">Health, Housing and Adult Social Care</a> <a href="#">Public Health</a>	<a href="#">Balanced Scorecard</a> <a href="#">Balanced Scorecard</a> <a href="#">Balanced Scorecard</a> <a href="#">Children, Education &amp; Communities (DRAFT)</a> <a href="#">Climate Change (DRAFT)</a> <a href="#">Customer &amp; Corporate Services Management (DRAFT)</a> <a href="#">Economy &amp; Place (DRAFT)</a> <a href="#">Health &amp; Adult Social Care (DRAFT)</a> <a href="#">Housing &amp; Safer Neighbourhoods (DRAFT)</a>		
Executive Member Portfolios	Boards	Service Dashboards (incl. Personalised Data)		
<a href="#">Children, Young People and Education (DRAFT)</a> <a href="#">Culture, Leisure and Communities (DRAFT)</a> <a href="#">Economy and Strategic Planning (DRAFT)</a> <a href="#">Environment and Climate Change (DRAFT)</a> <a href="#">Finance and Performance (DRAFT)</a> <a href="#">Health and Adult Social Care (DRAFT)</a> <a href="#">Housing and Safer Neighbourhoods (DRAFT)</a> <a href="#">Transport (DRAFT)</a> <a href="#">Ward Profiles</a>	<a href="#">Adults Safeguarding</a> <a href="#">Childrens Safeguarding</a> <a href="#">Health and Wellbeing Board</a> <a href="#">Safer York</a> <a href="#">YorOK</a> <a href="#">YOT Management</a>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <a href="#">Adult Social Care (Mosaic)</a>  <a href="#">Building Services</a>  <a href="#">Childrens Social Care</a>  <a href="#">Complaints and Feedback</a>  <a href="#">Consultations and Research</a>  <a href="#">Customer Centre</a>  <a href="#">Education</a>  <a href="#">Financial Performance</a>  <a href="#">Fleet</a>  <a href="#">Highways</a> </td> <td style="vertical-align: top;"> <a href="#">Housing</a>  <a href="#">Human Resources</a>  <a href="#">Local Area Teams</a>  <a href="#">Public Health</a>  <a href="#">Revenues and Benefits</a>  <a href="#">Troubled Families</a>  <a href="#">Waste and Public Realm</a>  <a href="#">Youth Offending Team</a>  <a href="#">Other</a> </td> </tr> </table>	<a href="#">Adult Social Care (Mosaic)</a> <a href="#">Building Services</a> <a href="#">Childrens Social Care</a> <a href="#">Complaints and Feedback</a> <a href="#">Consultations and Research</a> <a href="#">Customer Centre</a> <a href="#">Education</a> <a href="#">Financial Performance</a> <a href="#">Fleet</a> <a href="#">Highways</a>	<a href="#">Housing</a> <a href="#">Human Resources</a> <a href="#">Local Area Teams</a> <a href="#">Public Health</a> <a href="#">Revenues and Benefits</a> <a href="#">Troubled Families</a> <a href="#">Waste and Public Realm</a> <a href="#">Youth Offending Team</a> <a href="#">Other</a>
<a href="#">Adult Social Care (Mosaic)</a> <a href="#">Building Services</a> <a href="#">Childrens Social Care</a> <a href="#">Complaints and Feedback</a> <a href="#">Consultations and Research</a> <a href="#">Customer Centre</a> <a href="#">Education</a> <a href="#">Financial Performance</a> <a href="#">Fleet</a> <a href="#">Highways</a>	<a href="#">Housing</a> <a href="#">Human Resources</a> <a href="#">Local Area Teams</a> <a href="#">Public Health</a> <a href="#">Revenues and Benefits</a> <a href="#">Troubled Families</a> <a href="#">Waste and Public Realm</a> <a href="#">Youth Offending Team</a> <a href="#">Other</a>			

View More Scorecards

Search for Indicator

**SingleView**  
of customer records held  
across the organisation

**Manager Dashboard**

Open data platform – contains information about things that matter to the City of York:

### DATA TOPICS

Art and Culture	Business and Economy	Consultation	Crime and Community Safety	Demographics
Education	Employment and Skills	Environment	Freedom of Information	Health
Housing	Metadata	Performance Scorecards	Planning	Software
Sport	Transparency	Transparency Code Local Government	Transport	The YCEO
Young People				

### LATEST

**Performance Indicators Q4 2018/2019**

New data for Q4 2018/2019 (January 2019 – March 2019) for Key Performance Indicators (KPIs) is now available on York ...

Posted: 20/06/2019

**Ward Profiles Q3 Update**

Information covering the most recent Ward Profile data for Q3 2018/2019 – up to December 2018, has now been published ...

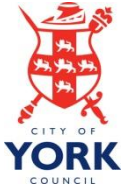
Posted: 07/02/2019

**Performance Indicators Q3 2018/2019**

New data for Q3 2018/2019 (October 2018 – December 2018) for Key Performance Indicators (KPIs) is now available on York ...

Posted:

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# Performance Management Framework (2019 – 2023)

## Review and Monitoring

- **Employees** - City of York Council is committed to developing confident, capable people, working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance Development Review appraisal. The PDR process should benefit the employee, the line manager, and the organisation, by taking stock of progress made, addressing any issues, and creating a sense of direction for the coming year.



- **The Role of Internal Audit** is, on request, to provide guidance and information on risk management, in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to a performance indicator data or not, this will be raised in the audit report. Internal audit also provide an independent review of the corporate approach to performance management and data quality.



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

### Improvement Boards / Performance Clinics

It is important to regularly review and evaluate performance against targets and this should include benchmarking and forecasting to ensure performance, both current and future, is analysed fully to secure a continuous improvement trajectory.

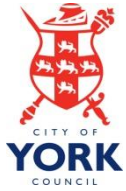
Where it is identified that performance is of concern there is an opportunity to explore the performance issues in detail and identify any appropriate actions (in some cases it may be that the performance indicator is misleading).

Improvement Boards / Performance Clinics can be requested by managers, Heads of Service, Directors or CMT. Boards are usually requested following the submission and analysis of the quarterly performance reports, but can be arranged at any time, should there be concern that performance is off-track.

It is essential that Improvement Boards / Performance Clinics are representative of people who have ownership and overall responsibility for specific performance measures. Therefore Board should be attended by the following persons:

- Board / Clinic Chair or their nominated representative
- Head of Service and relevant operational staff
- Members of the Board who have a perspective or responsibility for achieving the Performance or Outcome Indicator
- External experts/advisors as required
- Partners and/or Peers as required
- Relevant Lead from the Business Intelligence Hub

At each Board, the relevant Head of Service, with support from the Business Intelligence Hub lead, is expected to present details of their progress towards key objectives and key performance indicators to the Chair of the Board and partners. This should include historical, current and forecasted data.



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

They will also be expected to present details of the actions they propose to make to address areas for improvement. The Board is a two way communication process which enables managers to report progress against targets and present details of the actions they propose to take to address any areas for improvements as well as providing an opportunity for managers to discuss issues or problems relating to performance.

Questions that the Board may ask, include:

- Have targets been met?
- Will targets continue to be met?
- If not why have they not been achieved?
- What can be done to turn this work around?
- Is there another method of completing the work?
- Is the performance problem caused by a lack of capacity or capability?
- Is there an opportunity to prioritise recovery or shift resources?

Where performance is on a downward trajectory, the Board will then enforce further action and identify any improvements necessary; to address the problem, how they will be monitored and the likely outcomes, including any required changes to the annual delivery plan.



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

### Structures Overview

The following structures all have a key role to play:

Structure	Tools	Frequency
Executive	<ul style="list-style-type: none"> <li>• Clear statement of the Council's purpose and aims as a basis for corporate and service planning</li> <li>• Key Corporate Indicators</li> <li>• Effective scrutiny function</li> <li>• Effective Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly finance and budget monitoring reports</li> <li>• On demand access to performance information available via CYC KPI Machine.</li> <li>• Annual Council Plan progress report.</li> </ul>
Corporate Management Team	<p>Above plus:</p> <ul style="list-style-type: none"> <li>• Statutory indicators affecting the Council's standing and reputation</li> <li>• Compliance with the local government transparency code</li> <li>• Consider the impact of decisions in the medium term financial strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly finance and budget monitoring reports</li> <li>• Access to performance information available via CYC KPI Machine.</li> <li>• Annual Council Plan progress report</li> <li>• 6 weekly interim updates</li> <li>• Monthly Cost Control updates</li> <li>• Benchmarking</li> </ul>
Partnership Boards, Improvement Boards and scrutiny committees	<p>Above for each Board plus :</p> <ul style="list-style-type: none"> <li>• Any corrective plans</li> <li>• Annual Delivery Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Regular finance and budget monitoring reports</li> <li>• Quarterly risk reporting</li> <li>• Adhoc exception reporting as required</li> </ul>
DMTs	<ul style="list-style-type: none"> <li>• Service Plan Actions</li> <li>• Risk management</li> <li>• Key Performance Indicators (KPIs) which have been established for each service element</li> <li>• Manager Dashboards</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly risk reporting</li> <li>• Monthly Cost Control updates</li> <li>• Access to performance information available via CYC KPI Machine</li> <li>• Information to support cost control structures</li> </ul>
Heads of Service	<p>Above Plus</p> <ul style="list-style-type: none"> <li>• Operational Dashboards</li> </ul>	<ul style="list-style-type: none"> <li>• Live time information</li> </ul>



# Performance Management Framework (2019 – 2023)

## Review and Monitoring

### Data Quality Standards

As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

Accuracy	Data should be sufficiently accurate for its intended purposes, representing clearly and in sufficient detail the interaction provided at the point of activity. Data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users.
Validity	Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.
Reliability	Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods.
Timeliness	Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.
Relevance	Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs.
Completeness	Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.





# Service Planning Guidance (2019 – 2023)

## Overview

Each Assistant Director's (or direct report to Director) Service Plan details the priorities of their department and how the department's work will demonstrate a commitment to the key drivers in the Council Plan. These plans should focus on delivering medium to long term priorities and cover a minimum one year period. Financial challenges mean that Service Plans need to focus on activities that are contained within the Council Plan, statutory Local Authority obligations and the supporting of Major Projects.

Plans are performance managed by department directors, who in turn feed performance information into quarterly reports which are discussed at Executive level. Operational detail supporting Service Plans should be held within operational plans and managed at Directorate Management Team level.

## Timeline

April			June / July	March
ADs complete draft plans	Directors review AD plans at DMTs	Directors review plans with Exec Member	Plans signed off, launched and published	Annual Service Planning review cycle begins

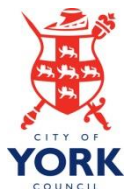
*(Due to the election and the subsequent production of a new Council Plan, the process for 2019/20 will commence in July with the plans signed off, and completed in October.)*

## Council Plan Themes

The Council Plan 2019-23 outlines the following themes as priorities for the council and its residents:

- Good Health and Wellbeing (GHW)
- Well-paid jobs and an inclusive economy (WPJIE)
- Getting around sustainably (GaS)
- A Better Start for Children and Young People (BSCYP)
- A Greener and Cleaner City (GCC)
- Creating Homes and World-class infrastructure (CHWCI)
- Safe Communities and culture for all (SCC)
- An open and effective Council (OEC)

These should be referred to when detailing objectives and actions for the service.



# Service Planning Guidance (2019 – 2023)

## Equalities

Each service needs to include equalities objectives in their service plan. These could support the delivery of the [Council Equality Strategy](#) or could deliver the council equality objectives agreed by CMT which are shown below.

Area of performance	Equality Objective
Knowing your communities	Better understand our diverse communities and their needs
Involving your communities	Strengthen community participation and influence in the decision making process
Responsive services and customer care	Improve customer experience to respond to people's different needs
A skilled and committed workforce	Strengthen our position as an equal opportunities employer and service provider
Leadership, partnership and organisational commitment	Strengthen the Council's leadership role in developing and sharing good practice

Objectives may be outward facing, for example outlining how to involve the community in the development of a service or project, or may focus on increasing diversity within a team.

If considering an objective focusing on a services workforce, the [workforce equality profile](#) available on the York Open Data site can be referred to.

If an objective supports the delivery of the Public Sector Equality Duty (PSED). Further information on the PSED and how to ensure implementation of this duty within services is available at the [Equalities and Human Rights Commission](#).

Further training on equalities, the Public Sector Equality Duties and Human Rights is available on [Mylo](#).



# Service Planning Guidance (2019 – 2023)

## Template Guidance

The Service Plan template has 4 sections:

### Section 1 – About the Service

This section sets out:

- a brief description of the service
- the vision and summary of overall objectives
- resources including staff FTEs and net revenue budget
- the key customers
- other stakeholders of the service
- any demographic changes
- the supporting strategies
- key achievements
- any challenging areas of performance

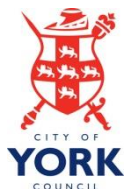
### Section 2 – Key Achievements

This sections details a list of completed actions and key achievements from previous service planning.

### Section 3 – Service Priorities

This section sets out the priorities of the service and how they link to the wider Council objectives within the Council Plan. It should provide a breakdown of the priorities needed to deliver better outcomes within the Directorate, identifying the specific:

- actions
- resources



# Service Planning Guidance (2019 – 2023)

## Section 4 – Actions, Risks and Performance

<p>Table 4.1 - Actions and Indicators</p>	<p>Service Plans should only contain actions that:</p> <ul style="list-style-type: none"> <li>▪ contribute to the achievement of the Council's Priorities and relate to frontline services or delivery of statutory requirements</li> <li>▪ be driven by the need to improve efficiency and effectiveness</li> <li>▪ relate to Major Projects</li> <li>▪ have a project type identified as Major / Medium / Small / Business as Usual (BAU) / Statutory</li> <li>▪ have a priority level identified as Must, Should, Could, Statutory</li> </ul>
<p>Table 4.2 - Risks</p>	<p>Key risks and associated actions plans should be detailed, with regular monitoring in place.</p>
<p>Table 4.3 - Directorate Indicators</p>	<p>Directorate Performance indicators are included from DMT Scorecards. They are monitored regularly through the KPI Machine and DMT meeting.</p>



# Service Planning Template (2019 – 2023)

<b>Service Area:</b>	
<b>Directorate:</b>	
<b>Service Plan Holder:</b>	
<b>Director:</b>	
<b>Cabinet Member:</b>	
<b>Last Updated:</b>	

## About the Service

### 1. – About the Service

This section should describe the service and its overall vision and objectives along with key details such as staff FTE's and the net revenue budget. It should also identify key customers and stakeholders, demographic changes, supporting strategies, key achievements and any challenging areas of performance.

#### Objectives and Vision

**Example:** *Our vision places children at the heart of everything that we do so that they are able to achieve their full potential through being safe and able to go to inclusive schools, settings and colleges that are at least good. We want them to grow up in a city that can give them the best possible start in life and can provide them with experiences that ensure that they become happy, resilient and prosperous adults who contribute to the future economic, social and cultural success of the City. At the heart of service development is the importance of maintaining high quality relationships which deliver the best possible outcomes for children and families.*

*The overall objectives of the service are:*

- To work with children, young people, their parents / carers and our partners to ensure that all children & young people are safe.*
- Whenever it is safe to do so to secure children and young people in the care of their immediate or extended family.*
- To develop and lead a Regional Adoption Agency serving York, North Yorkshire, Hull, East Riding, North Lincs and North E. Lincs*

*Children's Specialist Services incorporates Children's Social Care (including Referral and Assessment Service, Permanency Service, Child Protection and Court Service, Independent Review Service, Pathway and Service Health and Disability Service) and the Youth Offending Service.*

<b>Staff FTEs</b>	<b>Net Revenue Budget</b>
203.60	£20.59m
<b>Customers</b>	<b>Key Partners</b>
<i>Children, young people and their parents / carers.</i>	<i>The Fostering Network</i>
<b>Demographic changes</b>	<b>Supporting strategies</b>
<i>Increase in aging population</i>	<i>The Children Act 1989 – and associated Guidance</i>

#### Challenging areas of performance

- Services for protecting children operate under a constant spotlight of significant public interest, are scrutinised rigorously by Ofsted and CQC, and subject to frequent policy change.*

## Key Achievements

2. – Key Achievements		
A list of completed actions from previous service planning.		
Service Objects	Actions	Completed (Year)
<i>Example: Ensure children achieve their full potential through developing the support provided by York's foster carers.</i>	<i>To review the financial and other support given to foster carers as part of the wider Placement Review</i>	2018/19

### 3. – Service Priorities

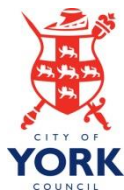
Provide a headline overview and summarise the key priorities for the service

- Describe how the service will look to the customer in the future.
- What are the savings that you are required to make in the next year / and longer and which areas do these fall in (detail to allow monitoring should be put in table 4.1)
- Describe the high level activity required to meet the Priorities (detail will be recorded in table 4.1)
- Describe any risks you foresee in the delivery (identified risks should be recorded in table 4.2 below)

**Example:** *A particular priority will be to ensure that, in a period of rapid and complex change, social workers are supported and enabled to work in an operating environment that cultivates and supports their best practice. A shared sense of values and moral purpose which has placed acting in the best interests of the child as being paramount. The future shape and size of the service will continue to develop over the period 2016-19 and during this period these changes will continue to be driven by:*

- *the need to build sustainable capacity in the safeguarding sector*
- *the need to maintain and extend partnerships which deliver good outcomes for all children and reduce the need for high tariff statutory interventions*
- *the need to intervene early to address inequalities and improve outcomes in education, health and care*
- *the need to close gaps in outcomes between disadvantaged children and families and their peers*





# Service Planning Template (2019 – 2023)

## Actions, Risks and Performance

**Table 4.1 – Actions and Performance Indicators**

These should be monitored regularly by ADs and Quarterly via DMT and relate to the Council Theme objectives:

Good Health and Wellbeing (GHW),  
Getting around sustainably (GaS),  
A Greener and Cleaner City (GCC),  
Safe Communities and culture for all (SCC)

Well-paid jobs and an inclusive economy (WPJIE),  
A Better Start for Children and Young People (BSCYP),  
Creating Homes and World-class infrastructure (CHWCI),  
An open and effective Council (OEC).

Associated indicators should appear on your directorate scorecard available on the KPI Machine.

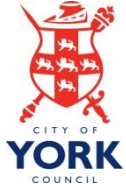
**Project Types:** Major / Medium / Small / BAU / Statutory.....**Priority levels:** Must / Should / Could / Statutory

**Service Objective:** *Example: Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer
BSCYP	CSS001	<i>To develop the wider CSC workforce so they feel confident to deliver high quality effective interventions which improve outcomes for the most vulnerable children in the City.</i>	<i>Business as Usual Statutory</i>	<i>Must</i>	<i>31/10/2019</i>	<i>Assistant Director Children's Specialist Services</i>

**Milestones / Deliverables:**

*A number of reviews have been commissioned to provide current understanding of the quality and impact of social work practice*



# Service Planning Template (2019 – 2023)

**Service Objective:** *Example: Keep children safe by developing the Children's Services workforce to deliver high quality, evidence based interventions and by implementing recommendations from Ofsted's inspection of Children's Services*

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer

**Milestones / Deliverables:**

CP Theme	Reference ID	Action	Project Type	Priority level	Completed by date	Accountable officer

**Milestones / Deliverables:**

# Service Planning Template (2019 – 2023)

## Actions, Risks and Performance

**Table 4.2 – Risk Management**

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Risk	Rating (RAG)	Escalation	Actions to Mitigate and Correct	Target Rating	Date Target Rating	Responsible Officer
<b>Example:</b> KCR 3	<i>Failure to ensure partnership arrangements are fit for purpose to effectively deliver outcomes.</i>	<b>A</b>		<i>Account management approach to monitoring key partnerships. Internal co-ordination such as Creating Resilient Communities Working Group (CRCWG). Reviewing working approach of Health and Wellbeing Board. York Health and Care Place Based Improvement Partnership. Safeguarding Board revised governance in place. York Central Partnership.</i>			<i>Assistant Director Education and Skills</i>

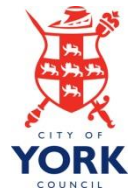
# Service Planning Template (2019 – 2023)

## Actions, Risks and Performance

**Table 4.3 – Directorate Performance Indicators**

In addition to the service indicators listed in table 4.1 these should also appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT.

Reference ID	Indicator Description	2016/17 Result	2017/18 Result	2018/19 Result	Polarity	Latest Direction of Travel	Responsible Officer
<b>Directorate Indicators relating to Service Plan</b>							
<b>Workforce</b>							
<b>Finance</b>							
<i><b>Example:</b> BPI108</i>	<i>Forecast Budget Outturn (£000s Overspent / -Underspent)</i>	<i>£-32</i>	<i>£147</i>	<i>£943</i>	<i>Up is Bad</i>	<i>Neutral</i>	<i>Organisational Health Check</i>
<b>Customers</b>							



# Service Planning Template (2019 – 2023)

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

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

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

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

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

**Introduction**

<b>Service submitting the proposal:</b>	Corporate strategy and city partnerships (CSCP)
<b>Name of person completing the assessment:</b>	Will Boardman
<b>Job title:</b>	Head of CPSP
<b>Directorate:</b>	CEX
<b>Date Completed:</b>	11/10/2019
<b>Date Approved</b> (form to be checked by head of service):	TBC

**Section 1: What is the proposal?**

1.1	<b>Name of the service, project, programme, policy or strategy being assessed?</b> Council Plan 2019-2023
1.2	<b>What are the main aims of the proposal?</b> The guide Policy and Practice towards the Council's strategic aims over the period 2019-2019-2023
1.3	<b>What are the key outcomes?</b> To clearly outline the councils strategic aims and objectives (what it wants to achieve) / To broadly outline how the council will work to deliver these aims (how it will achieve) / To show how the council will assess progress towards these aims through its performance management framework (how it will know it has achieved)

**Section 2: Evidence**

2.1	<b>What data / evidence is available to support the proposal and understand its likely impact?</b> (e.g. hate crime figures, obesity levels, recycling statistics) A range of evidence has been used to inform the development of the council plan and its strategic aims and priorities including the council's performance management framework/open data platform, feedback from resident and stakeholder surveys/consultation and national/international best practice (see below).
-----	--

2.2	<p><b>What public / stakeholder consultation has been undertaken and what were the findings?</b></p> <p>The draft Council Plan has been the subject of widespread stakeholder and resident consultation using a variety of formats including an online survey and social media. The full responses are available on York Open Data.</p>
2.3	<p><b>Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)</b></p> <p>N/A</p>

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**Section 3: Impact on One Planet principles**

Please summarise any potential positive and negative impacts that may arise from your proposal on residents or staff.  
This section relates to the impact of your proposal on the ten One Planet principles.

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

**Equity and Local Economy**

Does your proposal?		Impact	What are the impacts and how do you know?
3.1	<b>Impact positively on the business community in York?</b>	Positive	The plan set an ambition to increase the number of well paid jobs and an inclusive economy. The plan sets a goal to achieve Purple Flag status for the city centre
3.2	<b>Provide additional employment or training opportunities in the city?</b>	Positive	The plan sets out how the council will work with partners to produce a new Economic Strategy and review the approach to financial inclusion
3.3	<b>Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?</b>	Positive	The plan aims to ensure that all children and young people have a better start in life, to increase the number of well paid jobs and a more inclusive economy

**Health & Happiness**

Does your proposal?		Impact	What are the impacts and how do you know?
3.4	<b>Improve the physical health or emotional wellbeing of residents or staff?</b>	Positive	The plan commits the council to contributing to the development and delivery of mental health, learning disability and health and wellbeing strategies, continue to roll out the older people's accommodation programme, invest in ward level social prescribing and ensure safeguarding is made a priority for all council services. There will be continued emphasis on absence management, ensuring our staff are supported in work.
3.5	<b>Help reduce health inequalities?</b>	Positive	Both the Good Health and Wellbeing and Better Start for Children and Young People outcomes seek to reduce the gaps in health outcomes between our most deprived communities and their city-wide peers. The Council will embed 'Good Help' principles so that frontline teams and communities can better understand the behavioural and social approaches that can help people improve their health. Open spaces will be available to all for sports and physical activity, including healthy walking, outdoor gyms and green spaces, which improve both physical and mental health and wellbeing. There is a focus to reduce childhood obesity, this a particular challenge in our most disadvantaged wards. The plan will monitor the city's progress in improving healthy life expectancy.

3.6	<b>Encourage residents to be more responsible for their own health?</b>	Positive	The plan sets out priorities for an asset based approach, building on peoples strengths to sustain good health and resilience as they move through life
3.7	<b>Reduce crime or fear of crime?</b>	Positive	The plan includes priorities to make York safer, including tackling county lines etc within a new community safety strategy
3.8	<b>Help to give children and young people a good start in life?</b>	Positive	The plan sets out priorities for ensuring children and young people enjoy a good start in life, with a focus on safeguarding especially for our most vilnerable younger people.

**Culture & Community**

Does your proposal?		Impact	What are the impacts and how do you know?
3.90	<b>Help bring communities together?</b>	Positive	The plan includes priorities for taking a more active role in tackling discrimination across York and ensuring there is a community hub in every ward
3.10	<b>Improve access to services for residents, especially those most in need?</b>	Positive	The plan includes priorities for expanding the People helping People scheme to encourage more volunteering and providing support to others
3.11	<b>Improve the cultural offerings of York?</b>	Positive	The plan includes priorities for safe communities and culture for all including implementation of a new cultural strategy
3.12	<b>Encourage residents to be more socially responsible?</b>	Positive	The plan includes priorities for ensuring communities take ownership for improving their local areas through investment in community development and ward committee participatory budgets

**Zero Carbon and Sustainable Water**

Does your proposal?		Impact	What are the impacts and how do you know?
3.13	<b>Minimise the amount of energy we use and / or reduce the amount of energy we pay for? E.g. through the use of low or zero carbon sources of energy?</b>	Positive	The plan includes priorities for minimising the amount of energy we use in council operations, assets, fleet and housing stock and plans for more energy from renewable sources
3.14	<b>Minimise the amount of water we use and/or reduce the amount of water we pay for?</b>	Positive	The plan includes priorities for being a resource efficient organisation including water consumption

**Zero Waste**

Does your proposal?		Impact	What are the impacts and how do you know?
3.15	<b>Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?</b>	Positive	The plan includes priorities for waste to be managed more sustainably with an increase in recycling, and a plan for no single plastic use in any council operations

**Sustainable Transport**

Does your proposal?		Impact	What are the impacts and how do you know?
3.16	<b>Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?</b>	Positive	The plan includes priorities for getting around sustainably inclding improved walking and cycling infrastructure, electric vehicle charging points, low carbon bus services etc
3.17	<b>Help improve the quality of the air we breathe?</b>	Positive	The plan includes priorities for better air quality including through implementing York's first Clean Air Zone

Sustainable Materials		
Does your proposal?	Impact	What are the impacts and how do you know?
3.18	Positive	Minimise the environmental impact of the goods and services used The plan includes priorities for maximising the social value derived through procurement and commissioning and good house building design.

Local and Sustainable Food		
Does your proposal?	Impact	What are the impacts and how do you know?
3.19	Positive	Maximise opportunities to support local and sustainable food initiatives? Whilst not directly referenced in the plan, the community based approaches and support for community hubs wil continue the valuable work being done to address food poverty at a local level.

Land Use and Wildlife		
Does your proposal?	Impact	What are the impacts and how do you know?
3.20	Positive	Maximise opportunities to conserve or enhance the natural environment? The plan includes priorities for protecting and improving York's built and natrual environment, including a programme of new tree planting as part of the Northern Forest
3.21	Positive	Improve the quality of the built environment? The plan includes priorities for improving York's built and natural environment including the provision of new high quality low carbon social housing and major improvements to areas around Castle Gateway and York Central
3.22	Positive	Preserve the character and setting of the historic city of York? The plan includes priorities for improving York's built and natural environment through delivering the Local Plan and associated Supplementary Planning Documents
3.33	Positive	Enable residents to enjoy public spaces? The plan includes priorities for improving York's built and natural environment, including new tree planting

3.40	Additional space to comment on the impacts	

**Section 4: Impact on Equalities and Human Rights**

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

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

**Equalities**

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

		Impact	What are the impacts and how do you know?
4.1	<b>Age</b>	Positive	The plan sets out ambitions for improvement to people's quality of life at all life stages. The plan recognises the importance of the early years and the impact that this stage of life has on a child's development and future outcomes. Dementia friendly communities and tackle loneliness and isolation.
4.2	<b>Disability</b>	Positive	The plan sets out ambitions to improve the quality of life of people with disabilities including ensuring York is a dementia and autism friendly city
4.3	<b>Gender</b>	Positive	The council's policies and procedures help ensure no one is discriminated against due to their gender. The economic considerations of the employment challenges in the city (such as the nature/availability of part time work) will help to reduce gender inequality.
4.4	<b>Gender Reassignment</b>	Positive	The proposed review of the council's approach to equalities will help to promote equality
4.5	<b>Marriage and civil partnership</b>	Positive	The proposed review of the council's approach to equalities will help to promote equality
4.6	<b>Pregnancy and maternity</b>	Positive	The economic considerations of the employment challenges in the city (such as the nature/availability of part time work) will help to reduce potential for pregnancy of maternity-linked inequality.
4.7	<b>Race</b>	Positive	The support for community hubs and the focus on community level services will help to create more cohesive communities. A new community safety strategy will address hate crime.
4.8	<b>Religion or belief</b>	Positive	The proposed review of the council's approach to equalities will help to promote equality
4.9	<b>Sexual orientation</b>	Positive	We know that LGBTQ+ people are more likely to experience hate crime, mental and physical health issues and unemployment, based on informtioan from the LGBT Forum's research in York. The plan seeks address crime in the city, reduce health inequalities and improve the supply of good jobs in the city.

4.10	<b>Carer</b>	Positive	The plans in relation to supporting people to live independently include recognition of the need to support carers.
4.11	<b>Lowest income groups</b>	Positive	The plan sets out a range of measures aimed at raising incomes and support for low income groups such as a review of the council's approach to Financial Inclusion. There is a priority to reducing the attainment gap between our most disadvantaged children and young people and their peers. Commitment to improving language and communication for the most disadvantaged children at the earliest age.
4.12	<b>Veterans, Armed forces community</b>	Positive	The plan references ongoing support for the covenant

Human Rights	
Consider how a human rights approach is evident in the proposal	

		Impact	What are the impacts and how do you know?
4.13	<b>Right to education</b>	Positive	The plan sets out how the council aims to maintain universal access to high quality education for all. The plan is set within the context of international and national legislation that ensures a right to education
4.14	<b>Right not to be subjected to torture, degrading treatment or punishment</b>	Positive	The plan is set within the context of existing international and national legislation that prohibits the use of torture, degrading treatment or punishment
4.15	<b>Right to a fair and public hearing</b>	Positive	The plan is set within the context of international and national legislation that ensures the right to a fair and public hearing
4.16	<b>Right to respect for private and family life, home and correspondence</b>	Positive	The plan is set within the context of international and national legislation that ensures the right to respect for a private and family life, home and correspondence
4.17	<b>Freedom of expression</b>	Positive	The plan is set within international and national legislation that ensures freedom of expression
4.18	<b>Right not to be subject to discrimination</b>	Positive	The plan is set within international and national legislation that ensures the right not to be subject to discrimination
4.19	<b>Other Rights</b>	Positive	The plan is set within international and national legislation that ensures a wide range of human rights

4.20	<b>Additional space to comment on the impacts</b>
<p>Whilst the Council Plan has not made specific reference to each of the communities of identity, the narrative clearly demonstrates a commitment to advancing equality and working in ways that protect the needs of residents, especially our most marginalised and vulnerable. Examples include:</p> <p style="padding-left: 40px;">Ensuring our processes are built around the needs of residents, businesses and communities.</p> <p style="padding-left: 40px;">Prioritising delivery schemes at a ward level, in order to support local decision making to meet the needs of different communities.</p> <p style="padding-left: 40px;">Developing ethical procurement policies. Social prescribing and the work of Local Area Co-ordinators</p>	



**Section 5: Planning for Improvement**

5.1	<b>What have you changed in order to improve the impact of the proposal on the One Planet principles?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	The plan uses an outcomes framework which seeks to balance the environmental, economic and social benefits, in line with the OPY framework.

5.2	<b>What have you changed in order to improve the impact of the proposal on equalities and human rights?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	The plan makes clear reference to the council's approach to equalities and the plans to review this. Overall, the plan aims to reduce inequalities and make York a fairer city.

5.3	<b>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits?</b> (e.g. consultation with specific vulnerable groups, additional data)
	Each individual policy or project will need further analysis of the impacts and potential to increase social value in line with the ambitions of the plan.

5.4	<b>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal?</b> (Expand / insert more rows if needed)
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Action	Person(s)	Due date

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



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**Executive****24 October 2019**

Report of the Director of Children, Education and Communities and the Director of Economy and Place.

Portfolios of the Executive Member for Culture, Leisure and Communities and the Executive Member for Finance and Performance

**Future Libraries Investment Programme****Summary**

1. This report sets out a partnership approach between Explore York Libraries and Archives Mutual (“Explore”) and the Council for the future delivery and improvement of the city’s library buildings known as the Future Libraries Investment Programme (“the Programme”). It outlines an approach, scope, and governance arrangements for the Programme.

**Recommendations**

2. The Executive is asked to:
  - a. Approve the approach, scope, and governance arrangements for the Future Libraries Investment Programme.

**Reason:** To ensure that roles and responsibilities are clear between Explore and the Council for the successful delivery of the Programme.

  - b. Approve a budget of £150k to appoint a project manager and operational budget for the first two years of the Programme, to commission the professional services referred to in paras 18 and 23 of this report, funded from the £4m capital budget.

**Reason:** To allocate the resources required to deliver the programme’s first phase.

**Background**

3. In April 2019, Explore were awarded a new 15 year service contract (with associated leases of library premises) to operate the Council’s

library estate (“the Service Contract”). The specification for this Service Contract reflects the Comprehensive Assessment of Need, approved by the Executive on 21 June 2018, which was drawn up following extensive public consultation. It also reflects the Council’s commitment that there will be no reduction in the number of staffed libraries across the city. The vision at the heart of the Service Contract is attached at Annex A. It suggests a move away from stand-alone buildings and, through appropriate partnerships, the creation of improved services co-located with other community amenities.

4. A £4m capital allocation was made by the Council in February 2019 for investment in Acomb and Clifton libraries.
5. The Corporate asset management strategy 2017-2022 was also approved in September 2017 and sets out the Community and Operational Asset Strategy which will importantly guide the Programme.

### **Consultation**

6. Key findings of the library vision consultation were:
  - Residents expressed clear aspiration to enhance the role of libraries as community hubs through improvements to buildings and facilities. The role as a community hub will vary depending on local needs, but residents recognise the key role that the local library can play in social inclusion, providing a neutral place where people can meet and engage in activities.
  - Co-location: There was support for a vision of moving away from stand-alone buildings and recognition of the need for partnerships to create services co-located with other community amenities.
  - Future priorities for services: Users’ top priorities for services are the same for all library types: Borrowing books, reading and studying space, local information, events, computers (together with archives and local history in the case of York Explore).
  - Non-users indicated that the top three things that would encourage them to come to a library in the future were: a reading café on site, better information about services, and more events and activities.

### **Approach and governance**



7. The Programme will be a major capital project. The Service Contract provides for it to be carried out over the first 8 years of the contract term, so a robust governance and project management framework is essential to keep to task and enable effective delivery by the contractual deadline. Annex 2 sets out the governance for the Programme in more detail.
8. A programme board will be set up to direct and lead the Programme, made up from senior officers from both Explore and the Council with reporting that follows the corporate project management approach.
9. The library Service Contract set out clear responsibilities for the future development of library buildings: the Council will take the lead on development of the Explore Library Learning Centres (Acomb and Clifton – Burholme already having been completed) and Explore will lead on the Gateway Libraries.

#### **Gateway Library Programme (9 libraries)**

10. Here the task is for Explore to work with communities to create improved facilities through co-location of libraries with other community facilities. This will be a continuation of the work Explore has begun, for example through the relocation of New Earswick library into the Folk Hall, which is home to a café and the local post office and has numerous rooms for community use. This co-location move has resulted in more users, increased opening hours and better integration in the community.
11. Explore are required to complete the process of making satisfactory arrangements for all the community libraries by the end of year 8 of the contract (31 March 2027). It will be for them to bring forward the solution in light of local needs but with the Council having the right to decline any proposal, acting reasonably, should we consider that any proposal does not meet the requirements of the vision and the service specification.

#### **Library Learning Centres Programme (2 buildings)**

12. The lead in respect of the two larger Library Learning Centres (Acomb and Clifton) has been retained by the Council. The intention is to look at all options, analyse the options and then report back to the Executive with outline business cases. The imperative here is to address the current high cost of the Library Learning

Centres by moving to a new model which provides Explore with larger buildings and additional income streams.

13. The Centre@Burnholme already delivers this, being forecast to generate a net profit which can be used to cross-subsidise the service. The task will be to invest in Acomb and Clifton subject to appropriate building solutions being available and preparation of detailed business cases.

### **Process**

14. Stakeholder mapping and engagement is going to be key in stage 1 of the Programme for two reasons; (i) the need to identify all possible site options for Acomb and Clifton and (ii) to identify co-location organisations who are willing to work with Explore in these locations.
15. The project manager will work with Explore to consult with all stakeholders identified to ensure relationships are formed early and built upon through this process. This will involve a period of intense stakeholder engagement to include, but not limited to:
  - All Council departments
  - Local Ward Councillors
  - The 'Friends' library groups
  - One public estate, which includes all blue light (emergency) services
  - Partner organisations e.g. Health
  - Community organisations e.g. local scout groups
  - Any other stakeholders identified during mapping
16. Identifying potential co-location partners will be critical to the process and development of a future business case for investment. The Burnholme model has been successful due to the collaborative nature of partners but also the additional revenue income generated from having identified long term tenants.
17. Once all the site options have been mapped and co-location partner requirements understood, an analysis of the options will be done. It

is anticipated some external professional services will be commissioned to support the analysis.

18. The process for the Gateway co-location will be managed by Explore, as set out in Annex 2.

### **Scope**

19. The current library estate has 14 buildings and 2 mobile vehicles. It is also worth noting that a new Gateway library will open at the Community Stadium and a commitment to move Haxby Library from a mobile vehicle into a static library has been given.
20. The following buildings are out of scope of this Programme as they either meet the library vision or are in train to be delivered:
  - York Central Library – significant investment recently and no plans to move
  - Burnholme – New library opened in 2018
  - New Earswick – co-located with the Folk Hall in 2018
  - Library in the Community Stadium

### **Timescales and budget**

21. Anticipated timescales for stage 1 of the eight year programme are set out in Figure 1 below.

Figure 1 – Stage 1, timescales for Clifton and Acomb Library

STAGE 1	2019			2020									2021											
(Acomb & Clifton projects)	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Executive approve approach	█																							
Programme Board established	█																							
Project Manager recruited		█	█																					
Stakeholder mapping and engagement				█	█	█																		
Search for possible sites				█	█	█																		
Search for potential co-location partners				█	█	█																		
High-level analysis of suitability of sites						█	█	█																
Short-list of site options								█																
Develop outline business case for best site options									█	█	█	█												
Consultation and engagement plan									█	█	█	█												
Business case reported to Executive for approval													█											
Consultation and engagement implementation														█	█	█								
Stage 2 - Implementation																		█	█	█	█	█	█	█

22. To delivery stage 1, it is proposed that the £150k budget will be used to employ a project manager for two years and provide a budget for commissioning external professional services including; site surveys and investigations, concept designs, valuations and cost estimates to feed into the business case for Acomb and Clifton.

### Early Work

23. Officers have already started work to identify potential service integration/co-location opportunities for Acomb and Clifton.
24. An initial review of commissioned services has identified two community based providers whose current facilities are not fit for the purpose intended or for the vulnerable user base.
- Choose 2 Youth based at 68 Centre
  - Snappy based at Door 84
25. Both of these could be located in a future Explore setting. However, the 68 Centre has significant urgent health and safety building issues meaning users need to be relocated. An interim solution has been agreed with Choose 2 Youth to move them into Moor Lane Youth Centre.

26. The 68 Centre by April 2020 will then be vacant but the Council is committed to consult with the local community to explore the appetite for any new community use or asset transfer.
27. The 1<sup>st</sup> Clifton (York) Scouts group and the Salvation Army are other potential co-location partners, having contacted the Council during the library consultation in 2017/18.
28. In Acomb a parcel of land to the rear of the current library is owned by the Council and earmarked to be included in the option to extend Acomb Explore.

### **Council Plan**

29. This report demonstrates the Council's commitment to maintaining front line services whilst seeking financial efficiencies from service review.

### **Implications**

30. The following implications have been identified:
  - **Financial** – The £150k required for stage 1 would be to appoint a project manager for two years and commission external surveys, valuations etc. required to present back to the Executive the outline business cases for Acomb and Clifton. This would be funded from the £4m capital budget approved in February 2018.
  - **Human Resources (HR)** – recruitment of a project manager will be made following HR procedures.
  - **One Planet Council / Equalities** – The completed One Planet Council Assessment can be found at Annex 3.
  - **Legal** – The 15 year Library Contract sets out the requirement for Explore to co-locate all the Gateway libraries by 31 March 2027. The Council have reserved the right to change the location of Acomb and Clifton Library Learning Centres. It is the intention where possible that Explore will lease space in any co-located buildings directly from the owner (rather than the Council taking a lease and then granting a sublease to Explore).
  - **Crime and Disorder** – considered to be no impact.

- **Information Technology (IT)** – Consideration will be given to IT requirements in the outline business cases. No immediate impact identified.
- **Property** – The proposal is in line with the Corporate Asset Management approach approved by the Executive and property officers will feed into the outline business case taking into consideration the property and land issues.

### **Risk Management**

31. In compliance with the Council's risk management strategy the main risks that have been identified associated with the proposals contained in this report are those which could lead to damage to the Council's reputation and failure to meet stakeholders' expectations. The level of risk is assessed as "Medium".

## Contact Details

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### Chief Officers Responsible for the report:

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Assistant Director, Communities &  
Culture

**Report  
Approved**



**Date** 26.9.19

Tracey Carter  
Assistant Director, Regeneration &  
Asset Management

**Report  
Approved**



**Date** 26.9.19

## Specialist Implications Officers

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### Wards Affected:

**All**

**For further information please contact the author of the report**

## Background Papers:

Executive Report - 21 June 2018 - The Library and Archives Service:  
Procurement of Operator

## **Annexes**

Annex A - The Council's Vision for the future of its libraries

Annex B – Governance

Annex C – One Planet Council Better Decision Making Tool Impact Assessment

## **List of abbreviations used in this report**

EXPLORE – Explore York Libraries and Archives Mutual Ltd

CAS – Community and Operational Asset Strategy

PROGRAMME – The future library investment programme



## Annex A

### **The Council's Vision for the future of its libraries**

“We propose to build on the success of our libraries by continuing to place learning at the heart of everything we do, re-imagining our libraries as Centres of Learning and Opportunity for All. We believe that our libraries should continue to be stocked with a broad range of books and materials that promote reading and literacy and to support people with the information they need in their everyday lives. Increasingly they will be:

- Fit-for-purpose, contemporary spaces meeting the needs of everyone
- Fully accessible: information will be easy to obtain, reading encouraged, research easy and learning natural
- Outward looking, linking with the community and drawing people in to foster a sense of place
- Open at times that reflect the needs of the community including late night and weekend opening where required
- Shaped by local need, promoting community involvement and enabling local people to take action in their area
- Transparent and visible from the outside, clearly signed and encouraging people to come in
- Staffed by well trained staff with excellent customer focus

And they will:

- Maximise use of the building assets through partnership working and innovative programming
- Proactively promote their activities and services making sure that the whole community is aware of the offer

They will also provide state-of-the-art learning spaces that have:

- The latest digital technologies
- Flexible spaces for formal and informal learning

- Study space and creative spaces
- A range of learning programmes
- Digital inclusion programmes to get people online for free

### What network of library buildings should we have?

There should be a range of libraries to meet the needs of different users. Some libraries will be larger, offering all services, and some smaller, designed to meet more local needs. Reading cafés should be incorporated into libraries wherever possible and appropriate to local circumstances. There will be five broad types of library as set out below. It should be stressed that these types are a guide rather than a precise blueprint. It is critical that individual libraries develop in a way that suits local needs.

**York Explore:** this should remain the flagship facility where all services are available including the Archive & Local History Centre.

**Explore Library Learning Centres:** Experience shows that the bigger libraries are popular (the biggest 4 currently account for 64% of library visits). People will travel further to use them because they have more stock, are open longer and offer more services. There is a case to build on this by creating three Explore Library Learning Centres across the city providing:

- A broad range of library and information facilities
- Space for Adult Learning courses
- Café
- Space for multiple community use / hires
- Access to archive and local history resources

The Explore Library Learning Centres would be located in the areas of greater need: at the Centre@Burnholme, Acomb Explore (which has been so successful that it would now benefit from enlargement) and in the Clifton area (potentially a replacement for / upgrade of the current Clifton library).

**Explore Gateways:** Offered in a variety of venues, preferably with café facilities, these libraries should be co-located with other

community activities where possible, with local communities invited to be involved in their operation. They will remain a key part of the statutory service and the library provider will continue to ensure that they are staffed and stocked with books, materials and information.

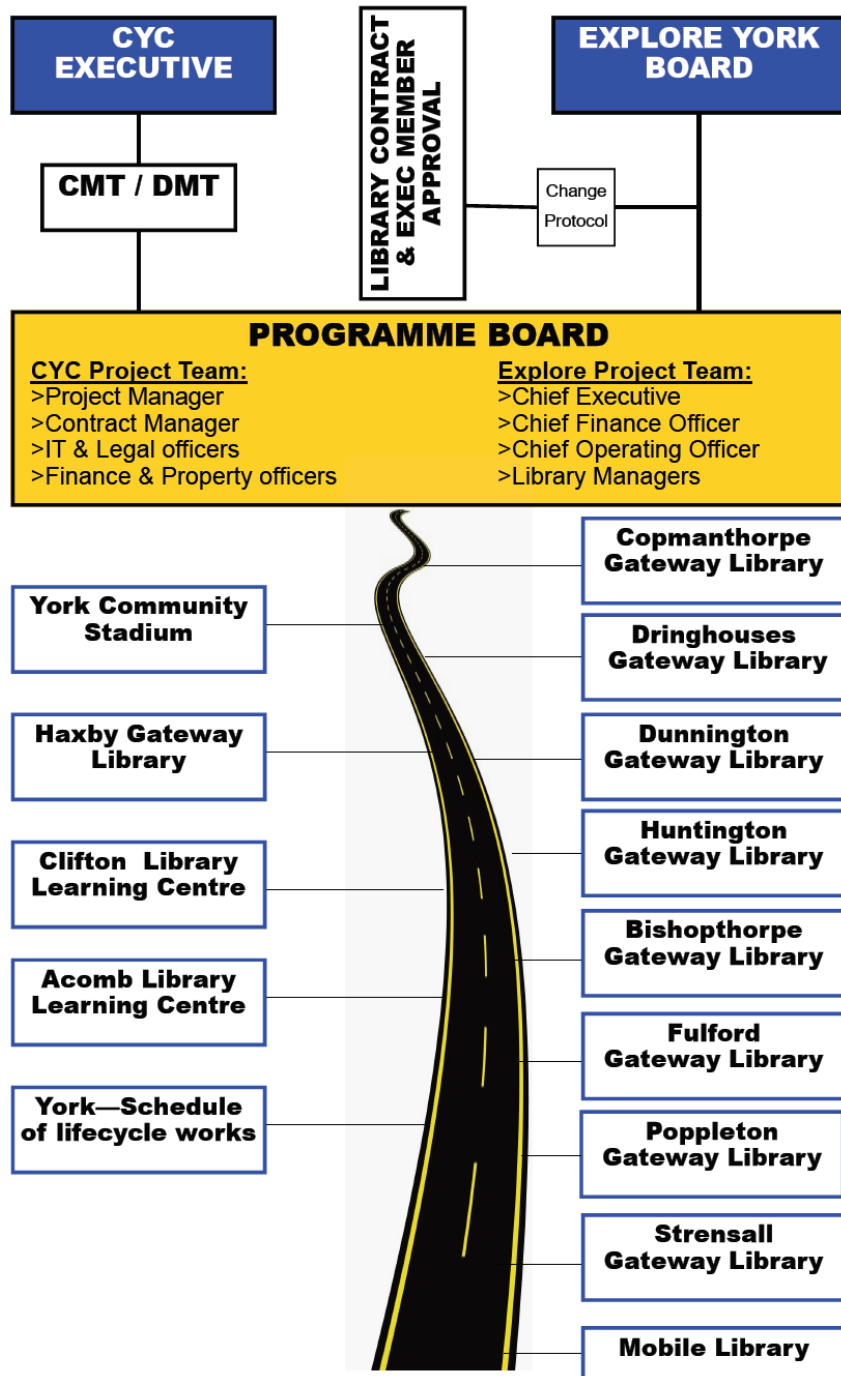
**Virtual Libraries:** A 24/7 online service including e-books and e-magazines, other online resources and virtual spaces for people to share ideas e.g. online reading groups.

**Reading Cafés:** These are a different type of library service encouraging the joy of reading especially for those who may feel uncomfortable in a more traditional library. There is currently a reading cafe within Rowntree Park and Homestead Park.”

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### Governance Arrangements

The chart below shows how the programme board will report to the decision makers. CYC Executive are decision makers for the Library Learning Centres (Acomb & York), where Explore York Board will make the decisions for the Gateways Libraries, using the change protocol under the library contract in consultation with the Councils library contract manager and Executive Member for Culture, Leisure and Communities.



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**Annex C**

One Planet Council Better Decision Making Tool Impact Assessment

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

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

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

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

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

#### Introduction

<b>Service submitting the proposal:</b>	Communities and Equalities
<b>Name of person completing the assessment:</b>	Andrew Laslett
<b>Job title:</b>	Strategic Services Manager
<b>Directorate:</b>	Children, Education and Communities
<b>Date Completed:</b>	30/09/2019
<b>Date Approved</b> (form to be checked by head of service):	7/10/2019 by Charlie Croft

#### Section 1: What is the proposal?

1.1	<b>Name of the service, project, programme, policy or strategy being assessed?</b> Future Library Investment Programme (FLIP)
1.2	<b>What are the main aims of the proposal?</b> The programme aims to deliver the future vision for York's library service, by investing £4m to create two new Library Learning Centres and move stand alone Gateway Libraries into co-located community facilities.
1.3	<b>What are the key outcomes?</b> Create two new Library Learning Centres in Acomb and Clifton to provide larger buildings for Explore to increase income streams to reduce the overall running cost of each existing building. The shift from stand alone Gateway Libraries to co-location is aimed to deliver more sustainable community libraries embeded with other community partners resulting in more users, increased opening hours and better integration into the local community.

#### Section 2: Evidence

2.1	<b>What data / evidence is available to support the proposal and understand its likely impact?</b> (e.g. hate crime figures, obesity levels, recycling statistics) Explore have provided evidence that supports both larger Library Learning Centres and co-location of Gateway Libraries to demonstrate the outcomes mentioned at 1.3. For example the creation of The Centre@Burnholme has increased income streams and therefore reduced running costs, whilst increasing visitor numbers and book issues. The co-location of New Earswick Library into the Folk Hall has also evidence the outcomes expected from 1.3.
-----	--

2.2	<p><b>What public / stakeholder consultation has been undertaken and what were the findings?</b></p> <p>A public consultation on the draft future library vision was carried out in 2017/18 and the key findings were:</p> <ul style="list-style-type: none"><li>- residents expressed a clear aspiration to enhance the role of libraries as community hubs through improvements to buildings and facilities.</li><li>- a support for co-location which would create more opening hours and links to other community amenities.</li><li>- Non users indicated that reading cafe's, better information and more events would encourage them to use the libraries</li></ul> <p>The full consultation results and methodology can be seen in a separate report.</p>
2.3	<p><b>Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)</b></p> <p>This programme of work will continue to work with Ward Councillors, Local Area Teams and Local Area Coordination to ensure projects that use Libraries to reach out to communities are kept up to date and views sought during the options appraisal stage and implementation.</p>



### Section 3: Impact on One Planet principles

Please summarise any potential positive and negative impacts that may arise from your proposal on residents or staff.  
This section relates to the impact of your proposal on the ten One Planet principles.

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

#### Equity and Local Economy

Does your proposal?		Impact	What are the impacts and how do you know?
3.1	Impact positively on the business community in York?	Positive	The investment to create larger Library Learning Centres (Acomb and Clifton) will provide creative opportunities for community minded businesses to co-locate in the library premises
3.2	Provide additional employment or training opportunities in the city?	Positive	Explore will be able to increase volunteer opportunities and training opportunities through an increase in room space, especially in the areas of need.
3.3	Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?	Positive	Libraries are safe and welcoming places with information professional that can sign post individuals for help and advice. Investment and co-location is aimed to increase visitor numbers to libraries either as a main or secondary purpose. More space will also provide more opportunities for partners and agencies to offer expert help.

#### Health & Happiness

Does your proposal?		Impact	What are the impacts and how do you know?
3.4	Improve the physical health or emotional wellbeing of residents or staff?	Positive	The investment in Acomb and Clifton will provide larger buildings with new spaces that can be used for a variety of ways including; physical activity, wellbeing, adult education sessions for example.
3.5	Help reduce health inequalities?	Positive	Co-location of Gateway libraries could include working with doctors surgeries, so joint outcomes with GP's would be enhanced.
3.6	Encourage residents to be more responsible for their own health?	Positive	The vision for our library service is to increase reading cafes. This increases the opportunity for Explore to educate and send positive health messages in the deliver of the cafes within libraries.
3.7	Reduce crime or fear of crime?	Positive	The inclusion of free public wi-fi in all libraries does provide a real opportunity to engage young people who may be at risk of antisocial behaviour and divert through alternative activities or just simply using the reading cafes to hang out.
3.8	Help to give children and young people a good start in life?	Positive	The library service has a specialist lead officer that focuses on outcomes for child and young people. This investment programme will provide better facilities and engagement opportunities.

#### Culture & Community

Does your proposal?		Impact	What are the impacts and how do you know?
3.9	Help bring communities together?	Positive	The very purpose of the vision to co-locate libraries with other community organisations will provide more opportunities for colaberation at a community level.
3.10	Improve access to services for residents, especially those most in need?	Positive	By placing libraries even more at the heart of communities and increasing opening hours will bring even more external services to use libraries as a front door to engage communities.
3.11	Improve the cultural offerings of York?	Positive	The more flexible spaces that are created in libraries offer more creative ways of offering cultural activities and events.
3.12	Encourage residents to be more socially responsible?	Positive	By increasing visitors to libraries through the deliver of this vision, will extend the reach of social responsibility messaging that the libraries already take part in.

#### Zero Carbon and Sustainable Water

Does your proposal?		Impact	What are the impacts and how do you know?
3.13	<b>Minimise the amount of energy we use and / or reduce the amount of energy we pay for?</b> E.g. through the use of low or zero carbon sources of energy?	Positive	Each new building that is created, is an opportunity to reduce the energy use and will be factored into the options appraisal for deciding on which site should be selected.
3.14	<b>Minimise the amount of water we use and/or reduce the amount of water we pay for?</b>	Neutral	Larger library buildings will use more water, but any additional use will look to be offset by recycling and working with tenants to focus on minimising water use.

**Zero Waste**

Does your proposal?		Impact	What are the impacts and how do you know?
3.15	<b>Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?</b>	Positive	The vision does look to create more reading cafes and this is where waste could potentially increase, however recycling and composting will be enhanced to ensure a positive impact can be made.

**Sustainable Transport**

Does your proposal?		Impact	What are the impacts and how do you know?
3.16	<b>Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?</b>	Positive	New locations for libraries will ensure public transport routes are adequate and cycling and walking from communities is encouraged.
3.17	<b>Help improve the quality of the air we breathe?</b>	Neutral	

**Sustainable Materials**

Does your proposal?		Impact	What are the impacts and how do you know?
3.18	<b>Minimise the environmental impact of the goods and services used?</b>	Positive	The reading cafes will ensure recyclable coffee cups and other food containers. A focus on using as little non-recyclable materials as possible is the aim.

**Local and Sustainable Food**

Does your proposal?		Impact	What are the impacts and how do you know?
3.19	<b>Maximise opportunities to support local and sustainable food initiatives?</b>		

**Land Use and Wildlife**

Does your proposal?		Impact	What are the impacts and how do you know?
3.20	<b>Maximise opportunities to conserve or enhance the natural environment?</b>	Unsure	This will be assessed during the options appraisals for future library sites.
3.21	<b>Improve the quality of the built environment?</b>	Positive	The majority of the library asset estate could be improved and this is a real opportunity to improve appearance, light etc and feel of the buildings.
3.22	<b>Preserve the character and setting of the historic city of York?</b>	Neutral	There is unlikely to be any impact in this area.
3.23	<b>Enable residents to enjoy public spaces?</b>	Positive	This is a key outcome for all new libraries to increase residents and communities cohesion allowing library spaces (indoors and outdoors) to be as safe and welcoming as possible.

Does your proposal?		Impact	What are the impacts and how do you know?
3.40	<b>Additional space to comment on the impacts</b>		

**Section 4: Impact on Equalities and Human Rights**

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

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

**Equalities**

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

		Impact	What are the impacts and how do you know?
4.1	<b>Age</b>	Neutral	
4.2	<b>Disability</b>	Positive	New buildings will provide better accessibility with appropriate ancillary facilities e.g. changing places
4.3	<b>Gender</b>	Neutral	
4.4	<b>Gender Reassignment</b>	Neutral	
4.5	<b>Marriage and civil partnership</b>	Neutral	
4.6	<b>Pregnancy and maternity</b>	Neutral	
4.7	<b>Race</b>	Neutral	
4.8	<b>Religion or belief</b>	Neutral	
4.9	<b>Sexual orientation</b>	Neutral	
4.10	<b>Carer</b>	Neutral	
4.11	<b>Lowest income groups</b>	Neutral	
4.12	<b>Veterans, Armed forces community</b>	Neutral	

<b>Human Rights</b>
Consider how a human rights approach is evident in the proposal

		Impact	What are the impacts and how do you know?
4.13	Right to education	Neutral	
4.14	Right not to be subjected to torture, degrading treatment or punishment	Neutral	
4.15	Right to a fair and public hearing	Neutral	
4.16	Right to respect for private and family life, home and correspondence	Neutral	
4.17	Freedom of expression	Neutral	
4.18	Right not to be subject to discrimination	Neutral	
4.19	Other Rights	Neutral	

4.20	<b>Additional space to comment on the impacts</b>



**Section 5: Planning for Improvement**

5.1	<b>What have you changed in order to improve the impact of the proposal on the One Planet principles?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	Whenever the opportunity arises to create new buildings the choice of the location and type of structure and green credentials can all be taken into account. This programme will ensure these elements are considered during the options appraisal stage.

5.2	<b>What have you changed in order to improve the impact of the proposal on equalities and human rights?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)
	None

5.3	<b>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits?</b> (e.g. consultation with specific vulnerable groups, additional data)
	Each proposal either for a new library or a move to a co-location solution will be fully consulted on. Users of the service and local residents will be asked to have their say and able to influence the solution.

5.4	<b>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal?</b> (Expand / insert more rows if needed)
-----	---

Action	Person(s)	Due date
Ensure that consultation scoping captures as appropriate all communities of identity	Andy Laslett	End of 2020

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

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**Executive****24 October 2019**

Report of the Corporate Director of Economy and Place  
Portfolio of the Executive Member for Environment and Climate Change

**Waste Collection Methodology****Summary**

1. Decisions about waste collection methodology impact upon the specification of replacement waste vehicles, the replacement of which is imperative to the sustainability of the service.
2. This report sets out the current approach to waste collection methodology, the steps taken to increase the recycling rate and a proposed route to undertake a study to look at models to increase the recycling rate.

**Recommendations**

3. To approve Option 3:  
to continue with source separated recycling as per the current model and monitor the impact of increasing the range of plastics collected.
4. To commission a review of council owned recycling bring banks to include materials not collected at the door step.
5. To commission a more fundamental review of the cost impact of changing collection methodology for all materials.
6. To commence preparation of a procurement process based on a new waste fleet with a future report to Executive to approve the Vehicle and Service specification.

Reason: This approach ensures that the council can improve the resilience of the waste services by replacing a life expired fleet whilst exploring the environmental, budget and partner implications of changing the collection methodology.

## Background

7. The Council's approach to waste and recycling is to encourage reduction in the amount of material that enters the waste and recycling streams, and to encourage reuse.
8. If material must enter the waste and recycling streams then the Council's approach is to minimise the waste going to landfill and maximise the amount of high quality recyclates collected.
9. In recent years the Council has taken significant steps to reduce the amount of waste going to landfill with the opening of the Allerton Park Site.
10. The site takes all the residual waste and recovers materials before incineration. It extracts plastics and metals for onward recycling and all biodegradable materials (e.g. food waste, nappies, etc.) are removed and are put into an anaerobic digester.
11. The gas created in the anaerobic digester and the incineration process are harnessed to produce electricity, which powers the equivalent of 40,000 homes.
12. Due to the nature of the materials in the anaerobic digester (nappies) it cannot be used as a fertiliser or for compost, but it retains calorific value and is therefore burnt adding to the electricity production.
13. All the green waste collected by the Council is taken to Harewood Whin and is turned into a compost that is a product that can be used in Horticulture or Agriculture.
14. The Council currently collects the vast majority of door step recycling as source separated except for those rounds with very narrow streets or with communal collections. To collect from these narrow streets separately would require three vehicles per property to keep it source separated. The recyclate that is collected as comingled or mixed from these streets is still recycled as it is separated after collection in a Materials Recovery Facility.
15. It should be noted that co-mingling is not recommended across the city see paragraphs 16 and 17 below.

16. The Council collects glass, paper and cardboard and some plastics through its door step recycling. The plastics collected have been limited to plastic bottles and not determined by plastic types.
17. Recycling can be collected in different ways. Some authorities collect all door step recycling as mixed and tend to do so in a single large container often a wheeled bin however, this then requires separation after the collection and the poor quality of material placed in the single containers can result in materials with low value which are then often shipped around the world as low value commodities.
18. The advantage of source separated recycling is that resident maintain the quality of materials by separating them into smaller containers and therefore does not require separation in a factory setting and results in a high quality product which is recycled within the UK or EU (which has the same environmental standards as the UK). The value of sale of the high quality product reduces the cost of the service to residents.
19. As a result of source separating the Council has confidence that the material collected is recycled in an economical and environmentally responsible way.

## **Plastics**

20. The Council is keen to explore ways to increase the amount of recycling. This report therefore specifically looks at increasing the amount of plastic and food waste that can be collected.
21. There are a number of different plastics used within the packaging industry in numerous combinations.
22. All plastic can be recycled. However, some plastic are very easy and cost effective to recycle whilst others are not. Plastics also cannot be mixed for recycling hence the different codes.
23. The complexity of plastic recycling is evidenced by the move across the world to 7 symbols to indicate the type of material and one of these 7 is 'other'. In essence this is the challenge of plastic recycling.
24. The Council has historically asked residents to only present plastic bottles in their recycling boxes. /Having worked with its supply chain the Council communications on recycling have changed this summer and as we can now collect any plastic with the following symbols. This

means that some of the plastics not previously accepted can be e.g. some of the soft fruit packaging.



25. A further increase in accepting a wider range of plastic would either require a separate box or, accepting that the plastic would be treated as a mixed product collected in one box. This would devalue the product and it would risk becoming a worldwide commodity moving generally to low wage economies whilst costing the Council significantly more both in collection cost and lost income from the devalued product. The full impact of this would require a detailed further study.
26. The Council and private providers currently have recycling bring bank facilities across the city. For those controlled by the Council there could be a shift to these being more focused on recycling materials that the Council does not collect kerbside.

## Food Waste

27. The sheer amount of food waste the country produces is a national challenge. This area of policy has the added complexity of being linked to food poverty, obesity and healthy diets
28. The government has consulted on a number of issues focusing around plastic and food recycling. Previously Government gave an indication that any mandating of collection methodologies would be funded but with significant political uncertainty at this time there is no clarity on the Governments position on this matter.
29. The recycling potential of Food waste in the residual stream is currently recovered at Allerton Park as all organic matter is processed through the Anaerobic Digester gas captured and then the residue is incinerated with energy recovery and is an integral part of the multi million pound 27 year waste disposal contract. If food waste were to be separately collected across York, a separate food waste collection would still go through an anaerobic digester process, but it could potentially be used as a compost material.

30. A separate food waste collection service would place extra fleet requirements on the Council. For example a food waste could be collected in a smaller sealed vehicle due to its liquid nature. A report undertaken by WRAP on Food Waste Collections (see annex A) showed that each household on a fortnightly collected generated 2.5kg per week. Based on this that would equate to 130kg per household per year, across 90946 properties would equate to c12k tonnes of food waste collected across the city. Most of which will currently be recovered by the process currently in place at Allerton Park.
31. However, it should be noted that this report is now ten years out of date and public attitudes to food waste recycling have changed in this time.
32. It is possible to collect food waste with green waste but this would require a different composting model to the one currently used by the Council and would require significant capital investment.
33. Decisions about waste collection methodology will impact upon the specification of replacement waste vehicles. The current vehicle fleet needs replacement and therefore decisions about collection methodology need to be determined in order to ensure the replacement fleet appropriately meets the changing recycling requirements.

## **Consultation**

34. The Council works closely with North Yorkshire County Council and in the development of any plans for changes to collections would consult with both North Yorkshire County Council and Amey who run Allerton Park. It would also speak with Yorwaste, the company owned by City of York Council and North Yorkshire County Council, which currently provides a number of waste services to the Council.

## **Options**

### **Option 1**

35. To continue with source separated recycling as per the current model and monitor the impact of increasing the range of plastics collected.
36. To commission a review of recycling bring banks to stop collecting the same materials as door step collection, but focus on materials not collected at the door step.

37. To await the government's response to the consultation about mandated and funded food waste collections and continue to process food waste as part of the residual waste treatment at Allerton Park.

### **Option 2**

38. To commission a more fundamental review of the cost impact of changing collection methodology for all materials before purchasing a new fleet.

### **Option 3**

39. A combination of Options 1 and 2. Commit to option 1 in terms of procuring a new vehicle fleet, but commission option 2 to inform future policy and decision making specifically in respect of food waste that could be accommodate in separate vehicles and would therefore not impact upon the fleet procurement process.

### **Analysis**

40. Option 1 allows a new vehicle fleet to be purchased thus improving the resilience and reliability of the current fleet.
41. Option 1 would ensure that residents have opportunities for recycling all products.
42. Option 2 would enable the Council to understand in detail the different options for food waste collection and a wider range of materials. However, the impact is much wider ranging in that it would delay fleet purchasing and has the potential to require change and renegotiation of current contracts with Yorwaste, North Yorkshire County Council and Amey.
43. Option 3 is a pragmatic option, in that it allows the main vehicle procurement scoping to proceed and the decision as to introduce food waste collections and how existing services could be expanded would be subject of further reports.

### **Council Plan**

44. This report helps ensure the Council achieve its emerging Council Plan currently being consulted upon by delivering a greener cleaner city.

## Implications

45. **Financial** – The supplementary budget proposals agreed by Council in July 2019 provided £65k funding in 2019/20 and £100k ongoing budget to invest in improving waste service including a review of waste collection. The cost of the proposed reviews will be funded from this investment.
46. The current recycling arrangements are that Yorwaste process the recyclates at the Harewood Whin Material Recycling Facility and sell the products to market. The current gross cost of recycling is £725k however this is offset by the recyclate sales that total c£600k. Any significant changes to the materials collected or methodology will impact these costs and revenues.
47. The fleet replacement costs will be greater than the current budget and these additional costs will need to be incorporated into future capital and revenue budget decisions. This will be the subject of future reports.
48. **Equalities** – There are no equalities impacts, any change in service as a result of the studies would require a full impact assessment.
49. **Legal** – As a unitary authority the Council is obliged by law to provide domestic waste collections to households and is responsible for its disposal this is laid out in the Environmental Protection Act 1990. Current EU and UK laws are driving local authorities to meet higher recycling and composting targets.

Any potential changes to current contracts for service will need to be dealt with in accordance with the Council's Contract Procedure Rules and in accordance with the Public Contracts Regulations 2015.

50. **Crime and Disorder** – No impact.
51. **Information Technology (IT)** – There are no IT implications.
52. **Property** – There are no property implications.
53. **Other** – There are no other implications.

## Risk Management

54. The Council could invest in collecting new streams which the government has indicated it may mandate and then fund.

- 55. The Council could invest in vehicles which it then wants to change in the future.
- 56. The Council could continue to run the existing fleet of vehicles whilst it considers new collection methodologies, but the fleet will deteriorate and impact upon the reliability of the service.

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**Chief Officer Responsible for the report:**  
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Assistant Director Transport, Highways and  
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**Report**  **Date** 11/10/2019  
**Approved**

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

Financial Implications  
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Finance Manager  
Tel No.551633

Legal Implications  
Cathryn Moore  
Legal Manager – Projects  
Tel No. 552487

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

**For further information please contact the author of the report**

**Annexes**

Annex A - Evaluation of the WRAP Separate Food Waste Collection Trials

**List of Abbreviations Used in this Report**





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**Executive****24 October 2019**

Report of the Corporate Director of Children, Education &amp; Communities

Portfolio of the Executive Member for Children, Young People &amp; Education

**Archbishop Holgate's School – Expansion 2020-21****Summary**

1. This report provides members with an update on the development of the Archbishop Holgate's School Expansion scheme. It sets out the amount of Basic Need funding required for the scheme and provides details on proposed plans for the provision of a 3 storey classroom block on the school site. This is being brought back to Executive for final approval following the decision to provide approval in principle that was given on the 18<sup>th</sup> July 2019.

**Recommendations**

2. The Executive is asked to:
  - 1) Approve the allocation of £4.4m from the Basic Need Capital Scheme in the Children, Education and Communities Capital Programme to provide a 3 storey classroom block and associated specialist facilities at Archbishop Holgate's School.

*Reason: To enable the council to meet its statutory responsibility to provide sufficient school places.*

**Background**

3. The Local Authority (LA) has a statutory duty under the 1996 Education Act to ensure a sufficient supply of good/outstanding school places in its local area. To deliver this duty the LA will need to work with the Department of Education, all local partners and stakeholders including multi-academy trusts to ensure that we are able to meet the demands of demographic change, parental choice, approved and planned future

housing developments and in-year pressures on school places as families move into the city.

4. The effective and efficient management of the local authority's statutory school sufficiency duty is dependent on a number of important factors:
  - a. Having an in-depth understanding of the capacity of the current estate;
  - b. Maintaining an overview of patterns of parental choice through the annual school admissions process;
  - c. Understanding the patterns of demographic change and growth created by existing population trends and by new and projected housing developments including Local Plan sites;
  - d. Working with neighbouring local authorities to better understand supply and demand pressures and to identify the opportunities for joint strategic planning to aid the efficient and cost effective delivery of additional school places.
5. Extensive work on pupil projections has taken place over the last two years which has enabled the Local Authority to better understand local area needs in terms of school places and identify areas of the city where deficit of places are anticipated.
6. Projections have indicated that work is now required to add additional school places across several areas of the city. The significant pressures are at secondary school level, although there is some localised pressure for additional places at primary school level in a limited number of areas of the city. The table below shows the forecast surplus/deficit of Year 7 – 13 places for the next 7 years for York as a whole.

Forecast Years 7 - 13 Pupil Numbers York Secondary Planning Area :							
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Surplus / (Deficit)	512	311	155	17	(89)	(116)	(95)

7. The table below shows the forecast surplus/deficit of Year 7 – 13 places for the next 7 years for the East York School Planning Area. This planning area has only one secondary catchment area, which is for Archbishop Holgate's CE School.

Forecast Years 7 - 13 Pupil Numbers East York Secondary Planning Area :							
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Surplus / (Deficit)	(20)	(80)	(111)	(149)	(159)	(156)	(146)

8. This proposed build will add sufficient places to address this deficit in secondary school places anticipated for the future in this area of the city. This will increase the planned admission number from 240 to 300.
9. The Executive approved in principle the proposal to fund expansion at Archbishop Holgate's School on 18<sup>th</sup> July 2019, subject to detailed plans and costings being provided once fully costed for final approval by Executive. This report outlines these details.
10. The Pathfinder Academy Trust must obtain approval from Regional School Commissioner (RSC) to expand to accommodate additional pupils at Archbishop Holgate's School, and an application was recently submitted to the RSC and is expected to get approval. Both the Trustees of the Pathfinder Academy Trust Trustees and the Church of England Diocesan Board of Education have been consulted and given written support for the proposed expansion.
11. The current building has a capacity of 1,449 and numbers on role of 1,530 and struggle both to meet the needs of the curriculum particularly in Specialist areas such as Food and Science and provide adequate Learning Resource facilities and social break out spaces.
12. An analysis of existing and required accommodation has been carried out by CYC School Services using the DfE and Education and Skills Funding Agency (ESFA) Schedule of Accommodation Tool. This has confirmed the types, number and size of spaces that are required throughout the school to accommodate the proposed Planned Admission Number of 300.
13. The Tool confirmed the school have a shortfall in a number of specialist teaching areas including Science, Food Technology & ICT. The tool also confirms that the school have a shortfall in library resource facilities and kitchen and dining provision.
14. Alongside this the school have carried out an analysis of their curriculum model identifying similar areas to those identified in the Schedule of Accommodation Tool. The new and refurbished facilities will ensure that the school can continue to deliver a full and varied curriculum model across all subjects for the benefit of students.

### **Proposed Scheme and Allocated Budget**

15. Archbishop Holgate's School have worked with Portakabin and will continue to work with their design consultants in developing the scheme that has been discussed with Officers of the Local Authority. The substantial investment in this scheme will allow pupils to access significantly improved facilities, enable the school to deliver a wider and more varied curriculum, providing pupils access to state of the art facilities and widening their educational opportunities.
16. The development of this scheme will be used to enhance the school's curriculum. During the design and building process pupils will be invited to participate in scheduled events with the design team and the building contractor. This will include demonstrations from a variety of trades and sub-contractors involved in the process.
17. The contractor and design team involved in the scheme will be invited to take part in the school's career's events where local businesses present to and provide advice to students.
18. To firmly embed sustainability into the curriculum for all age groups the school intend to carry out an analysis of the school's carbon footprint before, during and after the development. This will be topic based work across all subject areas including sixth form and BTEC qualifications.
19. The scheme includes for the demolition of a dilapidated 1960's one-storey block which is in poor condition and is currently used as the school's inclusion block. The demolition of this building will make way for a new modular three-storey teaching block that will house new inclusion facilities, teaching classrooms and a new modular single-storey resource centre including a library. The budget has allowed for bringing the ground levels in this particular area of the site in line with other existing buildings and pathways therefore improving the accessibility to the new building.
20. A number of classrooms within the existing school building will be refurbished to provide new specialist teaching provision including Food, Science, ICT Suites and Graphics; and much needed all-weather social and break out space will be created.
21. The new building will not encroach on existing playing field, however additional sports changing provision and playing field will be required to

deliver an appropriate sports curriculum. The basic need funding will enable the school to extend the existing changing facilities.

22. The school have recently entered into a Service Level Agreement with David Lloyd Sports Village to use their Multi Use Games Area for hockey and football during school hours throughout the academic school year. This is a revenue cost that the school will pay annually on an ongoing basis. The arrangement with David Lloyd Sports Village will both improve the school's current sports curriculum and increase the amount of outdoor sport available to students.
23. The school have over the past three years upgraded equipment in the kitchen and dining room to speed up delivery of food to the increasing number of pupils. As a result of this upgrade the Academy Trust have confirmed that further development of these facilities is not required.
24. A planning application will be submitted for approval shortly. Subject to planning consent being given early in 2020, it is hoped that work will be able to start on site as soon as March/ April 2020 and be completed by September 2020.

### **Sustainability**

25. The green space on the school is being protected therefore meeting the principle set out in One Planet York relating to Land Use and Wildlife. The new building will not impact on the school playing fields and is to be located on land currently occupied by a dilapidated 1960's building which will be demolished. The demolition of this inefficient, energy consuming building will help the school improve their current carbon footprint. The provision of a more sustainable, energy efficient building will aide the school in minimising the impact of new infrastructure on their carbon footprint.
26. In a similar way the use of off-site sports facilities at David Lloyd Sports Village also protects the school playing fields and natural environment. It negates the need for a Multi-Use Games area or 3<sup>rd</sup> Generation sports pitch on the school site. It also provides students with a much improved facility to enjoy outdoor sports. Although the facilities are off-site, they are within walking distance of the school. This provision links with the Health and Happiness principle in One Planet York to maximise opportunities to promote health and wellbeing.

27. The school will be required to encourage the design team to create a development in line with One Planet York and ensure the procurement process obliges the contractor to fulfil their sustainable regulatory obligations. Therefore meeting its principles to use Sustainable Materials by using goods from sustainable sources within the design and build, and where possible, sourcing locally of the development.
28. The school will also be required to ensure the project includes elements that meet as many of the other principles set out in One Planet York. This can include but should not be exclusive to:
  - a. Sustainable Transport - by providing a vehicular access design solution and Travel Plan that prioritises, promotes and incentivises the use of sustainable modes of travel such as cycling once the project is complete. This will include additional cycle storage to meet the needs of higher pupil numbers;
  - b. Land use and Wildlife - by protecting and adding to the landscaping on the school site by planting additional or re-planting lost trees as a consequence of the building works, and re-wilding where appropriate;
  - c. Sustainable Water and Zero Carbon - by creating an energy efficient building, minimising energy and water use and maximising renewable energy.
29. In doing so the impact of the new building on the schools current carbon footprint will be minimised

### **Implications**

#### **Human Resources (HR)**

30. There are no HR implications.

#### **Legal**

31. The Local Authority has the legal responsibility to ensure the sufficiency of school places within its area.
32. A Grant Agreement between the Pathfinder Academy Trust and CYC is currently being drafted. This will outline how the Trust and CYC work

together throughout the Capital Scheme and the mechanisms that will be in place to ensure the Basic Need funding is spent as agreed.

### **Finance**

33. The report to Executive on 18<sup>th</sup> July 2019 gained approval to earmark a sum of £4.4m within the main Basic Need scheme in the Capital Programme towards developing a project with Archbishop Holgate's School to provide additional school places. The scheme detailed above will be delivered within this £4.4m, therefore there are no additional financial implications as a result of this report.
34. Pathfinder Academy Trust has committed £20,000 to the scheme which will fund their own internal project administration costs. External design consultants will also be appointed to develop the scheme through detail design. The Trust has committed to keeping the overall project costs within the allocated budget of £4.4m.

### **Crime and Disorder**

35. There are no Crime and Disorder implications.

### **Information Technology (IT)**

36. There are no IT implications.

### **Property**

37. Archbishop Holgate's School is part of Pathfinder Academy Trust. The land that the school is on is leased from the York Diocesan Board of Education. The Diocesan Board of Education have been consulted and support the proposed expansion.

### **Other**

38. There are no other identified implications.

### **Risk Management**

39. The Council needs to address any potential shortage of school places across its area whilst ensuring it has sufficient funds to increase school places where required. This paper seeks to allocate funding to add additional secondary school places to meet pressures in the east of the

city enabling a clear plan in terms of meeting parental preference and ensuring sufficient funding is available.

**Contact Details**

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**Amanda Hatton**  
**Corporate Director, Children, Education**  
**and Communities**

**Report**  **Date** 15/10/19  
**Approved**

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

Financial	Implication ie Legal
Mike Barugh	Name
Principal Accountant	Title
01904 554573	Tel No.

**Wards Affected:** All wards

**For further information please contact the author of the report**



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

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

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

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

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

### Introduction

<b>Service submitting the proposal:</b>	School Services
<b>Name of person completing the assessment:</b>	Ali Kelly
<b>Job title:</b>	School Planning Officer
<b>Directorate:</b>	Education, Children & Young People
<b>Date Completed:</b>	07/10/19
<b>Date Approved</b> (form to be checked by head of service):	

### Section 1: What is the proposal?

1.1	<b>Name of the service, project, programme, policy or strategy being assessed?</b> Archbishop Holgates - Expansion
1.2	<b>What are the main aims of the proposal?</b> to provide a 3 storey classroom block and associated specialist facilities at Archbishop Holgate's School. Increase the planned admission number from 240 to 300.
1.3	<b>What are the key outcomes?</b> Enable the council to meet its statutory responsibility to provide sufficient school places.

### Section 2: Evidence

2.1	<b>What data / evidence is available to support the proposal and understand its likely impact?</b> (e.g. hate crime figures, obesity levels, recycling statistics) Projections have indicated that work is now required to add additional school places across several areas of the city, particularly at Secondary School level. Deficit places of between 80 and 160 pupil places are forecast in Years 7 – 13 places for the next 7 years for the East York School Planning Area . This planning area has only one secondary catchment area, which is for Archbishop Holgate's CE School.
2.2	<b>What public / stakeholder consultation has been undertaken and what were the findings?</b> The Academy Trust has started a consultation process with parents of the school, have the support of the Diocese and Trustees, and are awaiting approval from the Regional School's Council (RSC) which is expected on 25th October 2019.

	<b>Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)</b>
2.3	No



### Section 3: Impact on One Planet principles

Please summarise any potential positive and negative impacts that may arise from your proposal on residents or staff.  
This section relates to the impact of your proposal on the ten One Planet principles.

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

#### Equity and Local Economy

Does your proposal?		Impact	What are the impacts and how do you know?
3.1	Impact positively on the business community in York?	Neutral	There will be no impact on the business community in York
3.2	Provide additional employment or training opportunities in the city?	Neutral	The substantial investment in this scheme will allow pupils to access significantly improved facilities, enable the school to deliver a wider and more varied curriculum, providing pupils upto the age of 18 access to state of the art facilities and widening their educational opportunities.
3.3	Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?	Neutral	The new and refurbished facilities will ensure that the school can continue to deliver a full and varied curriculum model across all subjects for the benefit of students within the school catchment area.

#### Health & Happiness

Does your proposal?		Impact	What are the impacts and how do you know?
3.4	Improve the physical health or emotional wellbeing of residents or staff?	Positive	Use of off-site sports facilities at David Lloyd Sports Village protects the school playing fields and natural environment. This and the extension of existing changing rooms also provides students with a much improved facility to enjoy outdoor sports. Although the facilities are off-site, they are within walking distance of the school.
3.5	Help reduce health inequalities?	Neutral	
3.6	Encourage residents to be more responsible for their own health?	Positive	the use of off site sports facilities and the extension of existing changing rooms will increase the opportunity for outdoor sports and encourage pupils to be more responsible for their own health.
3.7	Reduce crime or fear of crime?	Neutral	
3.8	Help to give children and young people a good start in life?	Positive	This scheme will allow pupils to access significantly improved facilities, enable the school to deliver a wider and more varied curriculum, providing pupils with access to state of the art facilities and helping to give children and young people a good start in life.

#### Culture & Community

Does your proposal?		Impact	What are the impacts and how do you know?
3.9	Help bring communities together?	Positive	This scheme will ensure that all eligible pupils are able to access their community school
3.10	Improve access to services for residents, especially those most in need?	Positive	This scheme will ensure that all eligible pupils in the local catchment area are able to access their local school
3.11	Improve the cultural offerings of York?	Positive	This proposal will continue to ensure through its varied curriculum that the school contributes to the cultural offerings available in York or help signpost residents or staff to cultural events and activities.
3.12	Encourage residents to be more socially responsible?	Neutral	

#### Zero Carbon and Sustainable Water

Does your proposal?		Impact	What are the impacts and how do you know?
3.13	<b>Minimise the amount of energy we use and / or reduce the amount of energy we pay for?</b> E.g. through the use of low or zero carbon sources of energy?	Positive	by creating an energy efficient building, minimising energy and water use and maximising renewable energy.
3.14	<b>Minimise the amount of water we use and/or reduce the amount of water we pay for?</b>	Positive	by creating an energy efficient building, minimising energy and water use and maximising renewable energy.

#### Zero Waste

Does your proposal?		Impact	What are the impacts and how do you know?
3.15	<b>Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?</b>	Positive	The school will be required to encourage the design team to create a development in line with One Planet York and ensure the contractor to fulfil their sustainable regulatory obligations to reduce waste by maximising reuse or recycling of materials.

#### Sustainable Transport

Does your proposal?		Impact	What are the impacts and how do you know?
3.16	<b>Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?</b>	Positive	The school will be encouraged to provide a vehicular access design solution and Travel Plan that prioritises, promotes and incentivises the use of sustainable modes of travel such as cycling once the project is complete. Procurement of a local contractor will also be encouraged to reduce travel distances throughout the building contract.
3.17	<b>Help improve the quality of the air we breathe?</b>	Positive	As above.

#### Sustainable Materials

Does your proposal?		Impact	What are the impacts and how do you know?
3.18	<b>Minimise the environmental impact of the goods and services used?</b>		the development will as much as possible use goods from sustainable sources within the design and build, and where possible, sourcing locally of the development.

#### Local and Sustainable Food

Does your proposal?		Impact	What are the impacts and how do you know?
3.19	<b>Maximise opportunities to support local and sustainable food initiatives?</b>	Neutral	the project will not impact positively or negatively on the support of local and sustainable food initiatives.

#### Land Use and Wildlife

Does your proposal?		Impact	What are the impacts and how do you know?
3.20	<b>Maximise opportunities to conserve or enhance the natural environment?</b>	Positive	will make use of a MUGA at David Lloyd Sports Centre rather than impacting or building a 3G pitch on the schools existing natural environment and green space.
3.21	<b>Improve the quality of the built environment?</b>	Positive	demolition of dilapidated building, to be replaced by a more energy efficient building
3.22	<b>Preserve the character and setting of the historic city of York?</b>	Neutral	this scheme will not have a negative or positive impact on the character and setting of the historic city of York
3.23	<b>Enable residents to enjoy public spaces?</b>	Neutral	This scheme will not have a negative or positive impact on any public spaces.

3.40	<b>Additional space to comment on the impacts</b>		

**Section 4: Impact on Equalities and Human Rights**

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

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

**Equalities**

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

		Impact	What are the impacts and how do you know?
4.1	<b>Age</b>	Positive	It will have a positive impact on 11-18 year olds across the school campus
4.2	<b>Disability</b>	Positive	the new building will be fully accessible and provide new inclusion facilities
4.3	<b>Gender</b>	Neutral	this scheme will not have a negative or a positive impact on gender
4.4	<b>Gender Reassignment</b>	Neutral	this scheme will not have a negative or a positive impact on gender reassignment
4.5	<b>Marriage and civil partnership</b>	Neutral	this scheme will not have a negative or a positive impact on marriage and civil partnership
4.6	<b>Pregnancy and maternity</b>	Neutral	this scheme will not have a negative or positive impact on pregnancy and maternity
4.7	<b>Race</b>	Neutral	this scheme will not have a negative or positive impact on race.
4.8	<b>Religion or belief</b>	Positive	this is a Church of England School that although gives priority to a particular religion does also open its doors to other religious beliefs.
4.9	<b>Sexual orientation</b>	Neutral	this scheme will not have a negative or positive impact on sexual orientation.
4.10	<b>Carer</b>	Neutral	this scheme will not have a negative or positive impact on carers.
4.11	<b>Lowest income groups</b>	Neutral	this scheme will not have a negative or positive impact on lower income groups.
4.12	<b>Veterans, Armed forces community</b>	Neutral	this scheme will not have a negative or positive impact on veterans or the armed forces community.

**Human Rights**

Consider how a human rights approach is evident in the proposal

	Impact	What are the impacts and how do you know?
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4.13	<b>Right to education</b>	Positive	This scheme will provide pupils in the school's catchment area their right to education in their local school.
4.14	<b>Right not to be subjected to torture, degrading treatment or punishment</b>	Neutral	this scheme will not have a negative or positive impact on the right not be subjected to torture, degrading treatment or punishment.
4.15	<b>Right to a fair and public hearing</b>	Neutral	This scheme will not have a negative or positive impact on the right to a fair and public hearing.
4.16	<b>Right to respect for private and family life, home and correspondence</b>	Neutral	This scheme will not have a negative or positive impact on the right to respect for private and family life, home and correspondence.
4.17	<b>Freedom of expression</b>	Positive	The school are currently consulting with parents and carers about the proposal. Consultees have the opportunity to express their views by Friday 18th October. The planning process will also give the opportunity for challenge and feedback from the public.
4.18	<b>Right not to be subject to discrimination</b>	Neutral	This scheme will not have a negative or positive impact on the right not to be subject to discrimination.
4.19	<b>Other Rights</b>		The scheme will not have a negative or positive impact on other rights.

4.20	<b>Additional space to comment on the impacts</b>		





**Section 5: Planning for Improvement**

5.1	<p><b>What have you changed in order to improve the impact of the proposal on the One Planet principles?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p>

5.2	<p><b>What have you changed in order to improve the impact of the proposal on equalities and human rights?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p>

5.3	<p><b>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits?</b> e.g. consultation with specific vulnerable groups, additional data)</p>

5.4	<p><b>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal?</b> (Expand / insert more rows if needed)</p>
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Action	Person(s)	Due date

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

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**Executive****24 October 2019**

Report of the Corporate Director of Economy and Place  
Portfolio of the Executive Member for Transport

## **Highway Infrastructure Asset Management Plan**

### **Summary**

1. The Well Managed Highways Infrastructure Code of Practice was considered by the Executive in March 2018. This set out a new approach to the Highway Asset Inspection regime use categories of road and based upon a risk management approach.
2. Officers are currently categorising the highway network as outlined above and this will form part of our highways management strategy to facilitate the commencement of the new inspection regime.
3. The next step is to develop a new Highway Infrastructure Asset Management Plan to provide a framework for the budget allocation to ensure that the Council has a clear resource policy driven by a risk based approach in accordance with statutory guidance.
4. Notwithstanding the above it is proposed the Council prioritises and the Executive strengthens its commitment to localised decision making and investment in highways at a local level through Ward Funding. This report seeks decisions to increase ward funding. The future development of a Highway Infrastructure Asset Management Plan will seek to maximise the ability of Ward Councillors to exercise discretion on highway maintenance spend

### **Recommendations**

5. Following the supplementary budget to agree to allocate an additional £1m for immediate repairs from funding and £1m for cycling and walking initiatives. To allocate £500,000 of the highway maintenance funding and £500,000 of the cycling and walking funding to wards to allocate.

6. Subject to the agreement of the above budget recommendation, to commence immediately with the Ward Funding element of the highway maintenance programme detailed in the Executive report titled “Refresh of Ward Committees” agreed by Executive in August 2019.
7. To agree to the adoption of maintenance categories for the development of a new Highway Infrastructure Asset Management Plan namely; Ward Funding, Reactive Maintenance, Preventative Maintenance and Proactive Maintenance.
8. As part of the annual budget process the Executive and Full Council will consider funding in accordance with the identified categories of Ward Funding, Reactive Maintenance, Preventative Maintenance and Proactive Maintenance.
9. Officer advice is that the current balance between the funding categories is maintained until such time as a new Highways Asset Management Plan is adopted. Any significant deviation from the current balance ahead of the adoption of the Highway Infrastructure Asset Management Plan would require specific advice.

Reason: To ensure that the council’s investment in assets responds to community needs and the council’s commitment to Ward Funding. Whilst ensuring that budget allocation is as effective as possible and delivered in accordance with best practice and the Well Managed Highways Infrastructure Code of Practice.

## **Background**

10. As the Highway Authority, the Council has certain legal obligations it must meet to ensure the highway network is safe and fit for purpose. From time to time, these obligations may become the subject of claims for loss or personal injury. Demonstrating that the Council maintains the public highway in accordance with the Code of Practice is essential to be able to counter such claims and protect the 'public purse'.
11. However, the adoption of risk based approach to highway infrastructure may result in investment in a different street to where the public would like it most. Therefore the opportunity to maximise Ward Funding will seek to address this tension.
12. This report sets out proposals for a set of principles for a new Highway Infrastructure Asset Management Plan to provide a framework for the budget allocation to ensure that the Council has a clear resource policy in accordance with statutory guidance.

13. The Well Managed Highways Infrastructure Code of Practice was considered by Executive in March 2018. This set out the new approach to the Highway Inspection regime based upon a risk based approach using the asset categories. This risk based approach replaced the old guidance and practice of having specific intervention levels which are no longer permitted under DfT guidance or defensible in court.
14. Since that report officers have been categorising the highway network in accordance with the principles agreed by members in March 2018. This will form a key part of the Highway Infrastructure Asset Management Plan.
15. The report sets out the asset management principles for consideration by the Executive that if approved will be used by officers to develop a Highway Infrastructure Asset Management Plan for the allocation of the Annual Highway Maintenance Budget agreed by Council, to specific projects.

### **Current operation**

16. Each year the authority undertakes a detailed survey of every road in the city boundary and assess its condition. Each road is rated from 1 to 5 according to its condition. This data is published through the Council's open data platform
17. For all those roads that are in the poorest condition, the service considers factors such as traffic levels, the proximity of schools, doctors surgeries etc to help officers prioritise those routes. This process will be enhanced and clarified in the new Highways Infrastructure Asset Management Plan.
18. The Department for Transport annual funding for highway maintenance requires the council to have a Highway Infrastructure Asset Management Plan to receive the maximum funding.
19. There has been an annual allocation, since 2015, of £250k of highways capital funding across all wards for highway schemes.

### **Future Operation**

20. In order to continue to receive the maximum level of funding and compliance with the code of practice it is necessary for the Council to review its Highways Infrastructure Asset Management Plan.

21. The Highway Infrastructure Asset Management Plan will provide a framework for budget recommendations against each category of maintenance. The overall highway maintenance budget being set by Full Council each year.

### **Ward Highway Funding**

22. Highway assets are the single largest capital asset that the Council is responsible for and literally sits outside everyone's front door. It is often therefore Local Ward Councillors who can identify the issues in their communities.
23. This report therefore creates a budget for Ward Councillors to spend on Highway Maintenance, whilst officers will share information on road condition, the decision making process was outlined in the August 2019 Executive Report, this gives members discretion on allocation of funding.
24. Ward funding can be used for all the categories of maintenance detailed below at the discretion of the ward member.

### **Reactive Asset Management Funding**

25. The code of practice and case law recognises that Government and councils do not have resources, nor would it be affordable for all highways to be maintained to grade A.
26. Therefore the Highway network will require unplanned reactive maintenance. In order to respond to the inspection regime either through scheduled inspection or in response to customer comments the code of practice requires the council to undertake reactive repair based upon a professional risk based assessment.
27. This approach is intended to maximise road user safety and therefore reduces the likelihood and success of any potential claim against the council for failure to deliver its duties.
28. In order to reflect the increasing public accountability for decisions based upon professional judgment it is proposed that the Highway Infrastructure Asset Management Plan will be based upon the latest national guidance and will detail the Highway Officer decision making methodology in order to bring greater transparency to the reactive maintenance intervention decisions during the course of the following municipal year. This would be updated from time to time if the guidance changed.

### **Preventative Maintenance**

29. Whilst there is not sufficient funding to maintain the highway in grade A condition, preventative asset management funding will provide value for money by intervening at an earlier stage of the lifecycle of an asset to prolong its life.
30. For instance some early interventions, say when the condition is fair are cheaper and prolong the asset rather than waiting for it to deteriorate requiring significant interventions and greater cost.

### **Proactive Maintenance**

31. Proactive Maintenance budgets will be focused on those assets which require major investment as they are in worst condition and have disproportionate reactive funding requirement.

### **Analysis**

32. As the current funding requirement for the council's highway is over a £120 million shortfall, the highway conditions continue to deteriorate. Therefore there is an intrinsic tension between how much funding is allocated to each of the four categories proposed to be identified within the Highways Infrastructure Asset Management Plan.
33. Proactive Maintenance is the most expensive form of maintenance as it requires total replacement of the asset and there is not sufficient funding to rebuild every asset that is life expired. The number of assets that would be improved would be very limited due to the high cost of each asset as it is replaced.
34. Preventative Maintenance whilst the most cost effective form of maintenance does not deal with the current backlog of maintenance defects that require proactive maintenance. Therefore not protecting highway users.
35. The code of practice requires the council to take a risk based approach, it could be argued the council should allocate all the funding to reactive maintenance. This would not take an asset management approach and therefore the deterioration of the asset would accelerate.
36. As officers categorise the highway network as laid out in paragraph 2, the road condition will be able to be overlaid with the importance of the

road to a variety of users. This will allow better local outcomes for instance recognising the importance of some routes to cyclists.

37. Therefore the Highways Infrastructure Asset Management Plan will need to endeavour to help Executive determine the right balance between the maintenance categories as each have merit. The balance struck will be guided by advice from insurers, the code of practice and Department for Transport funding constraints with input from councillors. The final decision in respect of the balance and the risk profile that the authority chooses will be for the Executive to determine in a future report.

### Consultation

38. The Highways team will work with Ward Councillors and the Communities team to develop their Ward annual programme of works to be delivered each year. However, Ward Councillors will also have the opportunity to ask officers to allocate their ward fund to the next preventative or proactive project within the ward if they wish.

### Council Plan

39. This report helps ensure the Council achieve its emerging Council Plan currently being consulted upon by delivering a greener cleaner city, getting around sustainably, creating homes and world-class infrastructure and an open and effective Council.

### Implications

40. **Financial** - The latest capital programme has identified the following Highway Maintenance expenditure.

	2019/20	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000	£'000
Ward Committees – Highway Schemes*	1,275	250	250	250	2,025
Highway Schemes	6,717	6,041	5,927	5,827	24,512
<b>Total</b>	<b>7,992</b>	<b>6,291</b>	<b>6,177</b>	<b>6,077</b>	<b>26,537</b>

\*The ward committee total excludes £500k allocation for Walking / Cycling schemes

41. **Equalities** – Once the assessment of assets is complete a full equality impact assessment will need to be undertaken.

42. **Legal** – The Council, as the local Highway Authority, has a duty under the Highways Act 1980 to carry out highway maintenance and maintain highway structures.

### **Risk Management**

43. The whole essence of the code of practice is to ensure the Council adopts risk managed approach to highway maintenance.
44. The Council has to defend claims against its highway maintenance policy, it is for this reason that the ward funding allocation is capped.
45. The structure defined by a new Highway Infrastructure Asset Management Plan will help defend these claims.
46. The current funding balance is in officer opinion, at this time, appropriate. The development of the Highway Infrastructure Asset Management Plan will seek to reflect the councils commitment to ward based priorities.
47. The Council could seek to determine all its highway funding through a single maintenance category, but this would not be in accordance with the code of practice and therefore jeopardise the funding received from Department for Transport.

### **Contact Details**

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**Chief Officer Responsible for the report:**  
**James Gilchrist**  
Assistant Director Transport, Highways and  
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**Report**  **Date** 11/10/2019  
**Approved**

**Specialist Implications Officers**

Financial Implications

Patrick Looker

Finance Manager

Tel No.551633

Legal Implications

Sandra Branigan

Senior Solicitor

Tel No. 551040

**Wards Affected**

All

**For further information please contact the author of the report**

**Annexes**

None