



## Notice of a public meeting of

### Climate Change Policy and Scrutiny Committee

- To:** Councillors Vassie (Chair), Baker (Vice-Chair), S Barnes, Fisher, Hook, D Myers and Wann
- Date:** Tuesday, 12 November 2019
- Time:** 5.30 pm
- Venue:** The Snow Room - Ground Floor, West Offices (G035)

### AGENDA

#### 1. **Declarations of Interest**

At this point, Members are asked to declare:

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

which they may have in respect of business on this agenda.

#### 2. **Minutes**

(Pages 1 - 4)

To approve and sign the minutes of the meeting held on Tuesday 15 October 2019.

#### 3. **Public Participation**

It is at this point in the meeting that members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Monday 11 November 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**

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[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. Report on Co-Option** (Pages 5 - 8)  
This report outlines the opportunity to co-opt a number of experts and stakeholders onto the Climate Change Policy and Scrutiny Committee. This has been suggested in order to widen the range of viewpoints and expertise considering the topics in this committee's remit.
- 5. One Planet York - Update** (Pages 9 - 52)  
This report introduces an update from the Chair of One Planet York, as requested by the Climate Change Policy and Scrutiny Committee at their meeting on Tuesday 15 October 2019.
- 6. Specialist Perspectives on Challenges and Opportunities of a Zero Carbon Fleet** (Pages 53 - 54)  
This report introduces a discussion on the Challenges and Opportunities of realising and operating a zero-carbon fleet. Members of key organisations such as Nestle, First Group and City of York Council are invited to give their perspectives on this challenge.
- 7. Work Plan** (Pages 55 - 56)  
To consider the draft work plan for the 2019/20 municipal year.

## 8. Urgent Business

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

### Democracy Officer

Robert Flintoft

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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 (Polish)  
własnym języku.

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

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City of York Council

Committee Minutes

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Meeting	Climate Change Policy and Scrutiny Committee
Date	15 October 2019
Present	Councillors Vassie (Chair), Baker (Vice-Chair), S Barnes, Fisher, Hook, D Myers and Wann

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## **8. Declarations of Interest**

Members were invited 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 interests were declared.

## **9. Minutes**

Resolved: That the minutes of the meeting held on 10 September 2019 be approved, and signed by the Chair as a correct record.

## **10. Public Participation**

It was reported that there had been five registrations to speak at the meeting under the Council's Public Participation Scheme, all in relation to matters within the committee's remit.

June Tranmer expressed support for a full cross-party membership of the committee, noted there was now an opportunity to take real action, and urged against the council's use of chemical herbicides for weed-killing.

Michael Hammill queried the council's commitment to a zero carbon target in the light of the planning department's refusal of his application for solar panels.

Mike Childs, on behalf of Friends of the Earth, referred to recent research on local authorities' insulation of homes and generation of renewable energy and offered FoE's help and advice to improve York's performance in these areas.

Debby Cobbett supported the comments of the previous speaker and suggested the council also focus on increasing tree cover and improving public transport and cycling.

Leah Bennett highlighted a lack of vegetarian and vegan restaurants in York and offered assistance with putting together a working group to encourage 'greener' food in the city,

## **11. Attendance of the Executive Member for Environment and Climate Change**

Cllr Widdowson, the Executive Member for Environment & Climate Change, presented a report which summarised the current position on a range of functions covered by her portfolio area. These included: waste disposal and collection; public realm; flood protection; air quality and environmental health; bio diversity and open spaces. Members were referred to the 4-page insert in 'Your City' and the report to Executive to be published on 16 October for further guidance and information on recycling and waste disposal activities.

During the presentation, and in response to Members' questions, the Executive Member and the Corporate Director of Economy & Place confirmed that:

- 94% of waste sent to Allerton Waste Park (AWP) including food waste, was already recycled via anaerobic digestion.
- The benefits of additional collections must be weighed against this, and the viability of recycling certain plastics.
- Opportunities were being sought for a co-located industrial use for waste heat from AWP; to transport it further for domestic heating would be costly, and was a matter for North Yorkshire and district councils to discuss.
- The new 2019-23 Council Plan would include targets for a greener and cleaner city, including recycling and tree planting. York had also signed up to the White Rose Forest and the Northern Forest.
- The key was to embed sustainability within every plan rather than treat it as a separate activity.

The Chair thanked the Executive Member and commented that it would be helpful to receive benchmarking information at some stage on cities that used waste heat for domestic heating. He re-iterated the committee's view that carbon budgeting was essential to moving forward towards catalysing change in the city over the next 12 months.

Resolved: That the report, and the additional information provided at the meeting, be noted.

Reason: To confirm that the committee is aware of current work within this portfolio area.

## 12. Baseline Data and Funding Opportunities

Members received a report which outlined the committee's remit, the decision taken at its first meeting in September with regard to inviting experts to the next meeting to assist in understanding baseline data and available funding, and action taken in response.

The Chair had subsequently decided to invite to the meeting a representative from the Stockholm Institute in York and the Head of Energy and Sustainability at West Yorkshire Combined Authority (WYCA). He reported that the former was unable to attend; however the latter, Jacqui Warren, was in attendance to give a presentation and answer questions. A dataset estimating City of York Council's CO<sub>2</sub> emissions from 2005 to 2016 was also circulated at the meeting for discussion.\*

The presentation outlined WYCA's plans and activities in pursuance of their ambition to become a net zero carbon city region by 2038. This would require emissions to reduce by 14.5% every year. The focus was on 5 priority areas, namely: resource-efficient businesses & industry; new energy generation; energy efficiency & empowering consumers; smart grid systems integration; efficient & integrated transport. Activities included exploring joint collaborative opportunities with other local authorities, making resources available from the Business Rates Pool and providing practical support for low carbon projects. Work had also been carried out with the Tyndall Centre in Manchester to explore a carbon budget for the city region. In response to questions on the presentation, Members were advised that:

- The document circulated was an extract from the only comprehensive emissions dataset readily available.
- Carbon reduction strategies needed 'quick wins', an acknowledgement of the good work already in progress, and an understanding of the carbon impacts of future projects.
- Local authorities needed to understand their own areas; there was no 'one size fits all' solution.
- Regarding funding, it was helpful to maximise the value of existing projects and to prepare projects in readiness for funding opportunities.
- It would be beneficial to invite subject specialists, including council officers, to attend the committee and explain the challenges in their work areas.

The Chair thanked the presenter and it was

Resolved: That the information provided be noted and taken into account when considering the committee's work plan.

Reason: So that the committee can agree on the specific issues to be taken forward.

*\*Note: this document has since been published online as a supplement to Item 5 on the agenda for this meeting.*

### **13. Work Plan 2019-20**

Members considered the committee's work plan for the remainder of the 2019/20 municipal year, in the light of the additional information received at the meeting.

With reference to co-opting members to the committee, the Chair indicated that he would discuss this with the Scrutiny Officer and liaise with Members by email before the report to the next meeting. He would also be discussing with the Vice Chair and Scrutiny Officer any potential training opportunities with external partners.

Resolved: That the following items be added to the work plan for future meetings:

#### Meeting on 12 November 2019

- Report on co-opted members.
- Invite a representative from the Tyndall Centre, and officers from Finance, to explain carbon budgeting and the implications of its use in York.
- Specialist perspectives on the challenges / benefits of the zero carbon target: invite an officer from Transport.

#### Meeting on 16 December 2019

- Specialist perspectives on the challenges / benefits of the zero carbon target: invite officers from Housing and Planning.

#### Meeting on 14 January 2019

- Specialist perspectives on the challenges / benefits of the zero carbon target: invite officers from Procurement.

Reason: So that the committee has an agreed schedule of work in place in order to move forward with its remit.

Cllr C Vassie, Chair

[The meeting started at 5.30 pm and finished at 7.58 pm].





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**Climate Change Policy and Scrutiny  
Committee****12 November 2019**

Report of the Assistant Director – Legal &amp; Governance

**Report on Co-option****Summary**

1. This report outlines the opportunity to co-opt a number of experts and stakeholders onto the Climate Change Policy and Scrutiny Committee. This has been suggested in order to widen the range of viewpoints and expertise considering the topics in this committee's remit.

**Background**

2. The committee has made clear their intention to involve a number of stakeholders and experts in the deliberation of topics considered on this committee.
3. The committee feels, due to the wide-ranging impact and effect of issues being considered, that key stakeholders from organisations in York should be invited to join the committee.
4. Due to the nature of the topics that will be discussed, the committee may also wish to co-opt a number of technical experts to assist the committee in their work. There may also be regular instances where the Chair will invite organisations or groups on an ad-hoc basis to contribute with knowledge on specific agenda items.

**Consultation**

5. The Chair has consulted with various groups and individuals who have been considered for co-option.

**Options**

6. The Chair would like the committee to consider co-opting the following members of Extinction Rebellion to this committee:

- Chloe Wilcox
- Theo Steele
- Amelia Barber
- Maisie Outhart

Only one member can represent the organisation at any one meeting of the committee and co-opted members will not be able to vote on any committee decisions.

The Chair would also like to note his desire to invite appropriate members of the Stockholm Environment Institute to this committee on an ad-hoc basis, when their expertise is relevant.

Members can choose to approve the co-option of the above members, suggest additional representatives or choose to reject this suggestion. In addition, the Chair would like the unofficial consent to invite relevant experts from the Stockholm Environment Institute to meetings of this committee.

### **Analysis**

7. There is no analysis necessary in this report.

### **Council Plan**

8. The issues raised in this report are linked to Council Plan themes of 'A Greener and Cleaner City' and 'Getting Around Sustainably' as set out in the Council Plan 2019-23.

### **Risks and Implications**

9. There are no risks or implications arising from the recommendations in this report.

### **Recommendation**

10. The Committee is asked to approve the appointment of Chloe Wilcox, Theo Steele, Amelia Barber and Maisie Outhart to the committee as representatives from Extinction Rebellion, noting that only one representative may attend each meeting.
11. The Committee is also asked to give the Chair their consent to invite representatives of the Stockholm Environment Institute to meetings on an ad-hoc basis.

Reason: To ensure that the committee continues to seek the thoughts of key stakeholders and experts on the issues considered.

**Contact Details**

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**Chief Officer Responsible for the report:**

Dawn Steel  
Head of Civic, Democratic and Scrutiny  
Services

Tel: 01904 551030

**Report  
Approved**

**Date** 04/11/19

**Wards Affected:**

**All**

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

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**Climate Change Policy and Scrutiny  
Committee****12 November 2019**

Report of the Assistant Director – Legal &amp; Governance

**One Planet York – Update****Summary**

1. This report introduces an update from the Chair of One Planet York, as requested by the Climate Change Policy and Scrutiny Committee at their meeting on Tuesday 15 October 2019.

**Background**

2. Following a number of public speakers and Members mentioning the role of One Planet York, and in particular its partnership working with the Council, the committee wished to invite the Chair of One Planet York to outline his vision and potential challenges for the organisation in the future.
3. The committee wanted to discover whether One Planet York and City of York Council are working towards similar aims and explore how the links between the organisations and external partners could be developed to help the Council achieve its aim of a zero-carbon city by 2030.
4. Annex 1 provides an overview of One Planet York, its formation, and current challenges for the organisation. Annex 2 is an internal review of One Planet York, carried out by its leadership, to review the focus and operation of the organisation. Annex 3 is a statement of work, written by York Community Consulting, for a marketing and funding strategy to assist One Planet York in becoming a Community Interest Company.

**Consultation**

5. The information contained in annexes 1, 2 and 3 has been provided by the Chair of One Planet York, Mike Bonsall, to help guide discussion with the committee.

**Options**

- 6. Having considered the information in this report and its annexes, Members can agree to seek further information on issues that have been generated by discussion or decide that there is no further consideration required by the committee in this area.

**Analysis**

- 7. There is no analysis necessary in this report.

**Council Plan**

- 8. The issues raised in this report and its annexes are linked to Council Plan themes of 'A Greener and Cleaner City' and 'Getting Around Sustainably'.

**Risks and Implications**

- 9. There are no risks or implications arising from the recommendations in this report.

**Recommendation**

- 10. The Committee will be asked to note the information provided in this report and its annexes and decide if there are any issues or themes, related to One Planet York, which it wishes to take forward for future consideration.

Reason: To ensure that the committee are content with the relationship between the Council and One Planet York.

**Contact Details**

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**Report  
Approved**



**Date** 04/11/19

**Wards Affected:**

**All**

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

**Annexes**

Annex 1 – One Planet York Update Report

Annex 2 – One Planet York, Strategy Deck

Annex 3 – York Community Consulting, Statement of Work

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## **One Planet York**

### **Overview and status report for the Climate Change Policy and Scrutiny Committee Tuesday 12 November 2019**

#### **Overview**

One Planet York works within the Bioregional One Planet Living framework to guide the emergence of a sustainable community by facilitating, sharing and interlinking the sustainable activities and projects of its members.

Typically in the UK we are using the resources of three planets when we only have one. One Planet York is an active network of organisations working towards a more sustainable, resilient and collaborative 'One Planet' future.

One Planet York aims to raise awareness about work already underway, foster greater collaboration, raise aspirations and encourage even more people to get involved.

We do this by facilitating collaboration on projects of shared interest towards this common goal. While our networking events provide opportunities for meeting other individuals and organisations involved in One Planet York, our social media reaches out to the public to raise awareness and generate interest amongst those living in various parts of the city.

#### **Brief History**

OPY was founded by a broad range of partners and has been an active body for several years, organising and running network events, interactive workshops and other events for pledger members and members of the general public.

As an example, on the 14th of November, OPY is running a collaborative "Circular Cities" workshop jointly with the Circular Economy Club, aimed at mapping the circular economy in the region, and contributing to a much broader mapping resource for the UK as a whole.

Since its inception OPY has been hosted by City of York Council, which provided website services, social media management and events coordination resource, and general secretarial support.

In the middle of this year I took on the role of Chair, and the leadership team decided to conduct an exercise to define more specifically what OPY's role was. The output of that exercise is attached - "One Planet York Strategy Deck".

### **Current Challenges**

To deliver on our intended strategy, more resource is required - we identified a need for one "Full Time Equivalent" post (possibly divided across two part time roles), and therefore a need for OPY to have a sustainable and appropriate revenue stream. We have options to use voluntary resource as much as possible but there are concerns over long term consistency if we are entirely reliant on this model.

During resource planning following the change of Council leadership, the current provision of regular support for OPY from CYC was reallocated, and was phased out across September and October. This has further underlined the need for OPY to have its own sustainable revenue stream.

Our current plan is to derive funding from our pledger base through tiered subscriptions (individuals and community groups being entirely free to ensure OPY remains inclusive). Our hope is that the majority of funding will come from "anchor partner" memberships - large public or private sector organisations.

We are being supported by York Community Consulting in developing a proposition that pledgers see sufficient value in to justify a subscription model, and their terms of reference is attached.

While we resolve fundamental questions of funding, OPY's ability to coordinate a full calendar of events, and to make a difference by active coordination and stewardship, is somewhat hampered.

Mike Bonsall

OPY Chair

# One Planet York scope and focus review July 2019



## Comments from the Chair on the purpose of this document.

One Planet York has been working for some time towards a more sustainable city, loosely following the principles of Bioregional's "One Planet" framework.

At the previous OPY Leadership Group meeting, and following a change in council leadership, the attendees agreed to a brief exercise to reflect on the way OPY goes about this work and its relationship with key stakeholders, in particular the council - bearing in mind the current position of OPY as fully council hosted and funded (with the exclusion of the time dedicated by all of you, which has considerable value).

The Leadership Group were invited to individually feed back their views on what One Planet York is, and what it does.

At the same time, the OPY conference had gathered feedback from a cross section of the community who attended that event, and this has been made available by My Future York.

As the Chair, I have taken these sets of feedback and drawn what I feel are the common themes. I have tried to turn the feedback into some clear proposals that can be agreed (or challenged) at the July meeting of the Leadership Group. This consolidation and analysis has of course been a subjective process based on my previous experience - I hope the group will find it consistent with their views in the main.

Thank you for your time and consideration.

Mike B

# Part one - input

## OPY Leadership Team feedback

Four key themes emerged from this exercise

- **An independent, multi-party organisation that serves the city of York in its broadest sense**
- **Independent organisational form**
- **Metrics, measurement and case studies**
- **Networking, communications and fostering general collaboration**

## One Planet York - an independent, multi-party organisation that serves the city of York in its broadest sense.

"A hub between Public, Private, Voluntary and Academic sectors, rather than just a 'counter-weight to the Council"

"OPY needs to create awareness as an independent organisation which visibly aims to improve life in York, for residents, companies and society as a whole."

"Collaboration of individuals, third sector organisations, private businesses and the public sector, which has an overall structure to lead and evaluate it."

"One Planet York has a key role as a 'brand' leading sustainability actions for the city as a whole in parallel with any actions by CYC."

"A non party political focus for action by all major stakeholders in the city, both public and private."

"A way to share best sustainability practice across the city (including public, private and charitable groups) and to facilitate and if necessary co-ordinate sustainability activities that can be extended city-wide."

**Proposal - One Planet York becomes the city's "sustainability programme office". It supports, coordinates and ensures consistency and synergy between projects run by different parties in the city. It doesn't run its own projects, it removes blockers and acts as a catalyst and a rallying point for projects other organisations are managing, that support One Planet goals**

## Independent organisational form

“A formal organisational structure for OPY that could then receive funding from several sources (Council, Charitable, Commercial, Crowd-funding) and have a membership (the pledgers) to which it is responsible for transparency and efficiency, including monitoring its impacts”

“An umbrella organisation that could act as employer for other OPY related groups...that wanted to work that way, without us all having to set up our own tiny organisation...all working together and sharing support services”

**Proposal - a not for profit Community Interest Company which City of York Council has a constitutional right to appoint director(s) to, and which draws its other directors from an appropriate mix of leading organisations with strong roots in the city or the immediate region.**

**City of York continues to provide funding; other funding or revenue streams may be identified**



## Metrics, measurement and case studies

“Bioregional (source of the One Planet Living idea) who have been trying to gear themselves up to do more, including devising metrics to see what is needed and what has been achieved. Which could be an addition or alternative to the Grant Thornton 'Vibrant Economy' stats”

“OPY could also provide pledgers with benchmarks or targets they could work towards. This would be something that we can all benchmark against annually and summarise it in a report, for example.”

“I would like to see pledgers publish their progress, e.g. using the One Planet platform I've emailed about earlier [*Bioregional Platform which is being assessed for utility*].”

“We need high profile case studies of saving energy, saving water, saving carbon, introducing energy and carbon saving projects which are measurable. Ideally these should be with high profile organisations, such as York Council, 2 Universities, NHS Trust, large employers, large retail centres, Schools, public buildings etc.”

“It should act as a way marker and recorder of sustainability progress and co-operation, with a directory of expertise and case studies that be shared with interested parties.”

**Proposal - investigate and implement a workable measurement system**

## Networking, communications and fostering general collaboration

“Keep going with the events/networking events, social media and newsletters. We could also set-up an events calendar in our newsletter or facebook for pledgers to post their events on? We can avoid clashes that way and each organisation unnecessarily taking away each other’s participants.”

“I hope that OPY will continue to provide a safe and supportive space for people and organisations promoting one planet living to come together, connect, share ideas, cooperate and support each other so we can all grow the movement across the city of York.”

“I would like OPY to be a strong network of organisations that collaborate on projects that push for the One Planet Living principles to be adopted across the city as a response to the climate emergency.”

**Proposal - specific events calendar in planning to be signed off by the group**

## What the people think - output from public engagement at One Planet York Conference (compiled by My Future York - <https://myfutureyork.org/2019/06/19/one-planet-york-festival-of-ideas-event-10th-june-2019/>)

Taking a look first at the most numerous tags, [Wellbeing](#) was a common issue with Social Prescribing being a common theme within it, and access to it mentioned by many.

[Home Energy](#) was also a common issue with a wide range of concerns and themes linked to it – exploring different ways of saving energy / looking at legislation for higher standards of new-build sustainability / assessing the best way to make improvements.

Also common was reference to [Land](#) as a key issue – particularly in respect of opportunities for [green environment](#) whether large (a York National Park City) or small (Guerrilla gardening).

[Collaboration](#) was the most frequently mentioned of the actions, but noted in a variety of contexts. Collaboration with or between organised groups was frequently mentioned (especially Extinction Rebellion) but also peer-to-peer collaboration between individuals (for example community bulk buying).

[Information](#) was seen as key, with reference to shortage of information (“how do I find out about...”) and the way in which it needs to be delivered in accessible format. Linked to this, many people mentioned the [giving and getting of help](#) and the channels through which this worked, and [communication](#).

Of the various bodies noted in connection with these issues and actions, [the council](#) was the most frequently mentioned, with specific roles in respect of [policy](#) and [recycling](#), but also more generally as a link with other organisations.

[Extinction Rebellion](#) was also seen as a key player – in all sorts of ways but in particular in connecting and collaborating with other bodies (and at the same time concerns were voiced about a crowded field with many environmental bodies and a need to ensure avoidance of unhelpful overlaps). Indeed, a simple wish to ensure cooperation between [different groups](#) was also a key concern.

Overall, connections / collaborations were a key concern – between different groups and between issues and key players. Ways of sharing information and educating / getting buy-in were also major concerns, with a wish to carefully explore the possibilities of online platforms and new technology, tempered by a concern that such innovations (eg Uber, AirBnB) aren't always as cuddly as they are initially portrayed, and a recognition that sometimes collective action works best where people meet, and talk.

# Part two - proposal

## Scope and focus - strengthen sustainability

Previously, One Planet York was positioned as a “city framework”. There are alternative city frameworks in play with arguably more traction. It would benefit our core mission to articulate OPY more strongly as the city’s sustainability framework, which contributes to a broader city framework.

For example, OPYs Culture and Heritage petal can be described with a greater focus on ensuring sustainability within the Culture and Heritage industry, developing sustainability as a key part of York’s contemporary cultural scene, etc



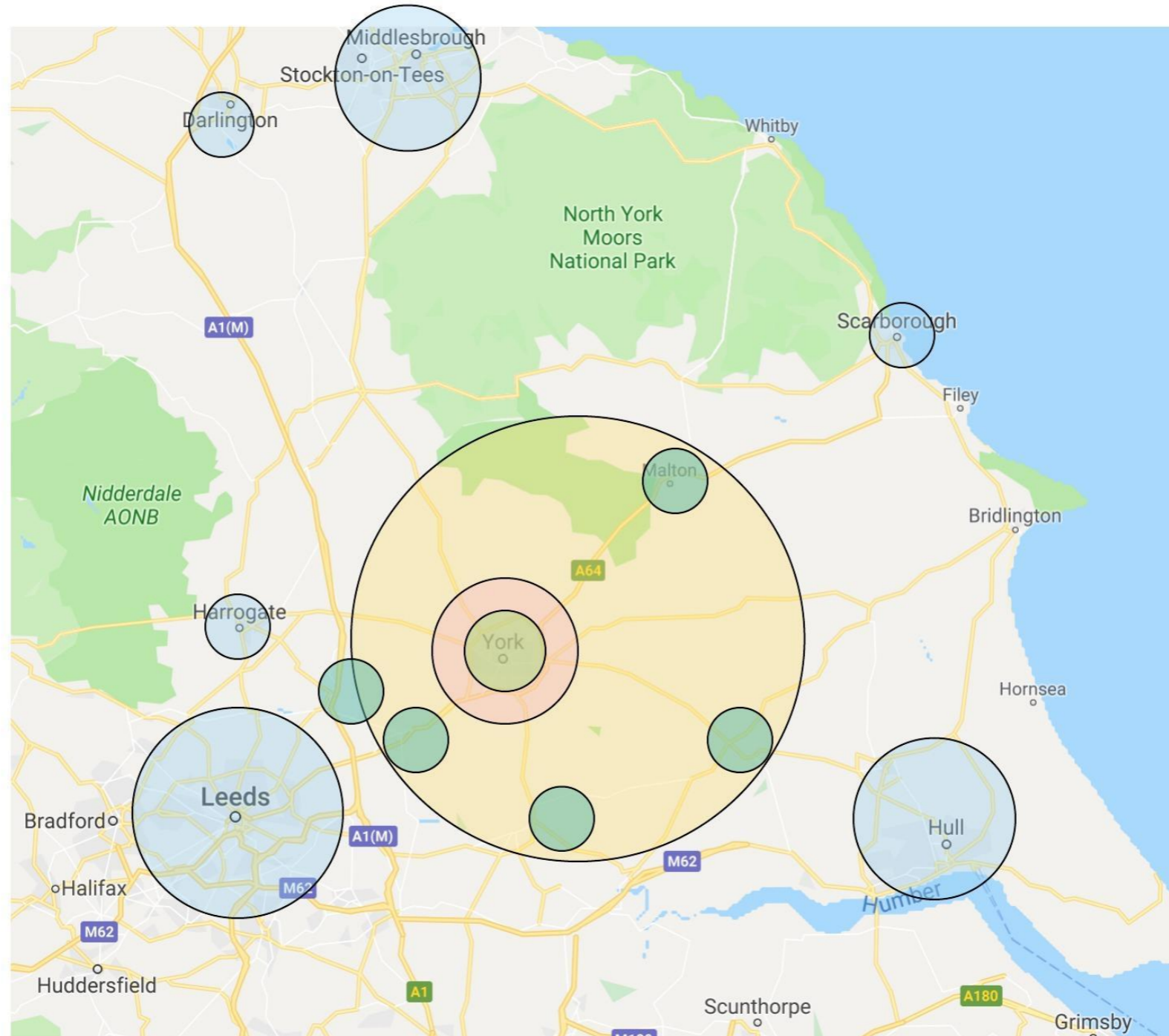
### **Culture and Heritage**

York is blessed with world class heritage and culture – find out what’s going on and enjoy!

# Geographical area of focus

We need to understand One Planet York as part of a broad regional sustainability network. Cooperation and communication across this network is key to our mutual success.

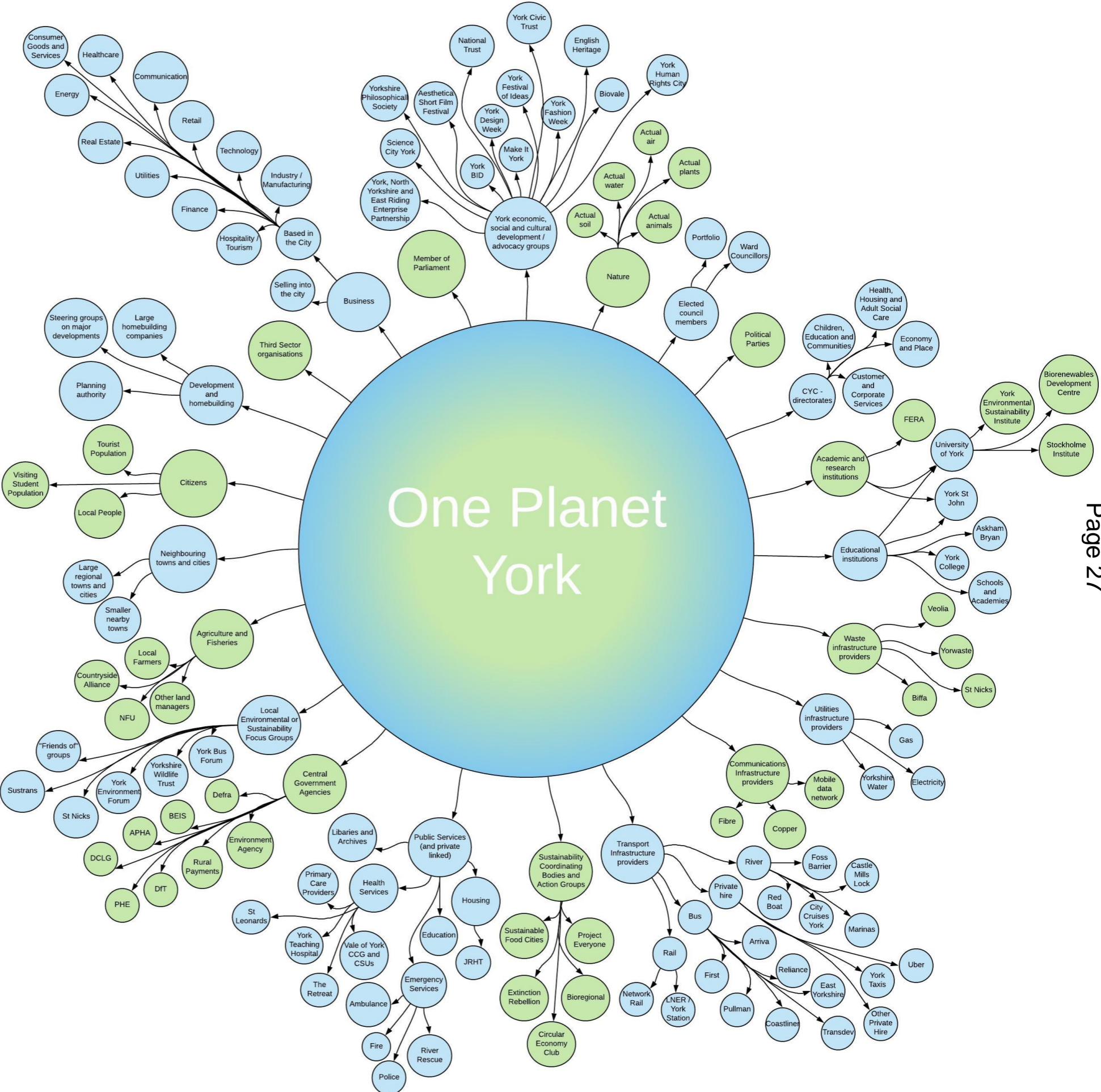
- Core Focus - York  
Inside the Outer Ringroad
- Secondary Focus - immediate hinterland towns and villages, agricultural areas and natural areas
- A visual approximation of York's rural catchment where York may be perceived as the "nearest" large urban centre
- Notable settlements within the rural catchment - regional allies
- Major urban centres outside the catchment - regional allies



# Landscape of Influence

By definition of mission, One Planet York exists in a highly complex stakeholder ecosystem. To be effective, we have to establish some form of relationship with all of these entities and more.

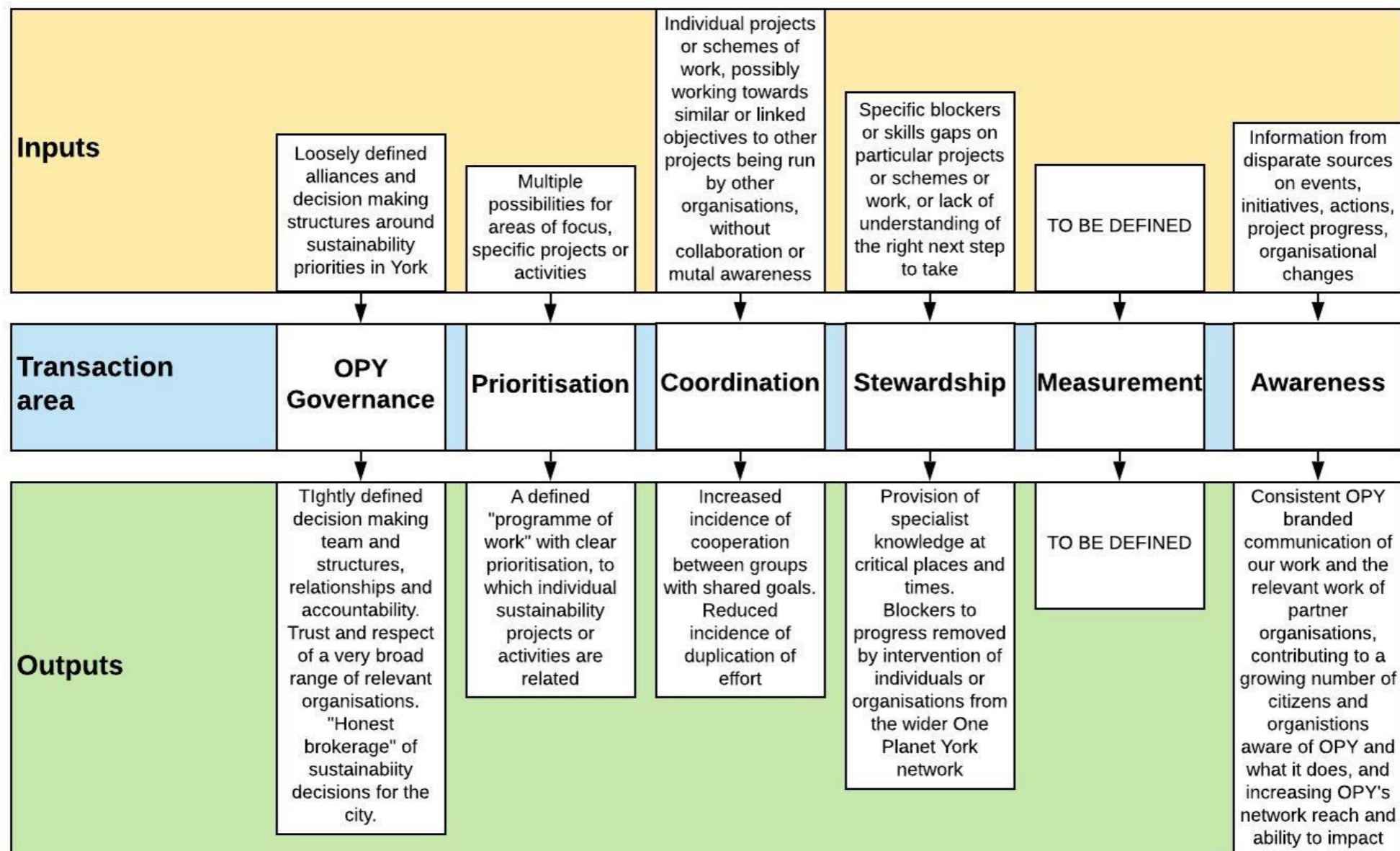
Some are more critical than others but all must be considered at some stage.



# Transactional Analysis

The scope of One Planet York activity is defined by six key “transactions” - things we should do to change inputs to OPY into meaningful outputs.

We should use this framework to understand the relevance of everything we consider doing - if it can't be classified as one of these six things, and if we can't achieve one of the outputs, we should focus our attention elsewhere





## Leadership structure

At present, the OPY Leadership Group is fairly large, but without defined roles.

I would like to form a steering board, probably of no more than six people. This group would meet quarterly, as now, and tackle matters of Governance, Prioritisation, Measurement and Awareness

Working alongside the board, I would like to appoint a named "Lead" for each of the ten petals. These Leaders would be responsible for creating a strong network of collaborators across the city who are relevant to their petal (drawing from the Landscape of Influence as a starting point). The focus is on Coordination and Stewardship.

These are our "doing" functions, and therefore our most important work. Our efforts in these areas should be aligned to specific activity that relates to one of our ten petals (accepting that there is huge overlap between all of these areas)



# Items for decision

Approve the adoption of the proposed OPY leadership team structure

Propose to relevant council decision makers that OPY becomes a not for profit Community Interest Company (or other appropriate form) which City of York Council has a constitutional right to appoint director(s) to, and which draws its other directors from an appropriate mix of leading organisations with strong roots in the city or the immediate region.

Propose that resourcing/funding is sought, initially from CYC, to support 1 F.T.E resource divided across a part time "Awareness" role (social media, digital, events promotion), and a part time "Coordination" role responsible for supporting the ten operational leaders

# Next steps

Reframe descriptions of all the ten petals to be more about sustainability instead of a more general “framework for the city” (proposed wording)

Choose steering board members and petal “leads”

Phrase a new compelling mission statement that makes sense to the general public - “sustainability programme office for the city” is not a user friendly descriptor

Decide our initial objectives that we will use to organise around and seek partner projects to support and promote. I suggest we choose a small number of objectives, but try to ensure that as a group they relate to all of the ten petals.

Sign off and plan an events calendar for the year (which relate to these objectives)

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# ONE PLANET YORK



**YORK COMMUNITY**  
CONSULTING



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# Meet the Team



**Jessen Shah**  
(Project Manager)

Final year integrated masters student reading Environment, Economics and Ecology. Aside from studying, I have been gaining experience in a variety of roles including fundraising, environmental auditing, government economic analysis, as well as supporting military operations at home and abroad.

**Maya Raza**

Second year Psychology undergraduate. I have also been gaining relevant skills and work experience from a variety of roles including marketing, customer service, and charity fundraising. I hope to use this experience to help me pursue a career in consultancy and business analysis.

**Freya Wood**

Final year Biology student. I am looking to pursue a career in sustainability consultancy, and have gained relevant work experience in this field. I also have experience in fundraising, teaching and environmental auditing. I hope to develop my skills further through this project.

**Priya Kotecha**

Final year Accounting, Business Finance and Management student. In addition to my studies, I have completed internships across finance, sales, consulting and banking. I hope to utilise and build upon the skills I developed across these experiences to support this project.

**Alex Hamilton**

Final Year History and French student. I spent the last year working for a technology start-up in France. I started in a customer service role before moving into sales and business development. I am hoping to use this experience to help start a career in consultancy.

**Natalya Schröder**

Final year Human Geography and Environment student. I have a keen interest in sustainability issues and hope to translate this into a career within sustainability and climate change consulting; building upon my experiences from this project, as well as environmental auditing, and fundraising.

## Client

One Planet York (OPY) is a network of organisations guided by ten principles which aims to help York become a truly 'One Planet' city. One Planet York is currently transitioning towards becoming a Community Interest Company (CIC) with the vision of becoming an independent umbrella organisation which supports a city-wide sustainability framework.

## Project Goal

The target is to facilitate the client's transition into a CIC by establishing a sustainable and comprehensive funding and marketing strategy. This will allow OPY to continue its growth and influence as an independent CIC while taking on a full time employee.



Key Partners		Key Activities		Value Propositions		Marketing Strategy		Customer Segments	
<ul style="list-style-type: none"> <li>❖ Pledger organisations within the network</li> <li>❖ City of York Council</li> <li>❖ University of York</li> </ul>		<ul style="list-style-type: none"> <li>❖ Active communication with member organisations</li> <li>❖ Promote sustainable practice</li> </ul>		<ul style="list-style-type: none"> <li>❖ Providing links between organisations</li> <li>❖ Facilitating collaboration</li> <li>❖ Creating a 'One Planet' city</li> <li>❖ Practical advice and provision of resources</li> </ul>		<p><b>Get:</b> Pledger organisations to join the network  <b>Keep:</b> Engagement with sustainability initiatives  <b>Grow:</b> Participation within the network</p>		<ul style="list-style-type: none"> <li>❖ Individuals</li> <li>❖ Community groups</li> <li>❖ Small businesses</li> <li>❖ Key anchor pledgers</li> </ul>	
		Key Resources				Channels			
		<ul style="list-style-type: none"> <li>❖ Funding</li> <li>❖ Volunteers</li> <li>❖ Knowledge of sustainable practices</li> </ul>				<ul style="list-style-type: none"> <li>❖ Meetings &amp; events</li> <li>❖ OPY online presence</li> <li>❖ City of York website</li> <li>❖ Word-of-mouth</li> <li>❖ Newsletters</li> </ul>			
Costs			Sustainability			Revenues			
<p><b>Variable:</b> Hosting events  <b>Fixed:</b> Website, marketing materials</p>			<ul style="list-style-type: none"> <li>❖ Ten principles</li> <li>❖ City-wide sustainability framework</li> <li>❖ Collaborative approach to tackling issues</li> </ul>			<ul style="list-style-type: none"> <li>❖ Pledger donations - tiered / subscription-based</li> </ul>			

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## Sections

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**Review and develop OPY's funding strategy**

2

**Review and develop OPY's marketing and communications strategy**

3

**Engage with OPY's network to evaluate value propositions**

## Action Plan

1. Establish whether OPY satisfy the criteria of certain grants once registered as a CIC
2. Research potential charitable or commercial partnerships for OPY
3. Examine crowd-funding opportunities
4. Examine current commercial pledger categorisation and subscription costs
5. Consider other ways in which non-commercial pledgers could support OPY

1. Propose a new mission statement that clearly conveys OPY's vision
2. Recommend improvements to current online presence through social media and website to spread OPY's message and build their profile
3. Present research for budgeting for social media management tools

1. Conduct research to understand what would motivate OPY's target demographic to interact with the sustainability network
2. Recommend what value propositions OPY can offer to current member organisations to maximise engagement
3. Draw recommendations from other regional sustainability networks' current practices

# Section 1 – What funding methods will support the transition?

Section	Justification	Aims	Actions
<b>Exploring potential funding channels</b>	<ul style="list-style-type: none"><li>❖ Transition from Council funding to CIC requires new funding channels</li><li>❖ Additional costs associated with appointment of F.T.E will need to be covered</li></ul>	<ul style="list-style-type: none"><li>❖ Gain clarity on which funding channels have been used in the past and how successful they were</li><li>❖ Understand the various funding methods available to OPY and establish which would be most appropriate</li></ul>	<ul style="list-style-type: none"><li>❖ Research whether OPY meet criteria for grants as a community interest company and explore the potential limitations of this</li><li>❖ Explore potential commercial and charitable partnership options in the York region and their suitability for OPY</li><li>❖ Research funding strategies that have been adopted for similar regional sustainability networks</li><li>❖ Research crowdfunding opportunities:<ul style="list-style-type: none"><li>➢ Analyse previous crowdfunding campaigns</li><li>➢ Assess viability given limited resources</li><li>➢ Brainstorm project ideas for crowdfunding</li></ul></li></ul>
<b>Assessing the pledger donation scheme</b>	<ul style="list-style-type: none"><li>❖ A targeted and well-structured pledger donation scheme will allow OPY to maximise revenue from its pledger base</li></ul>	<ul style="list-style-type: none"><li>❖ Examine current commercial pledger categorisation and subscription costs</li><li>❖ Consider alternative options whereby non-commercial pledgers might be able to support OPY</li></ul>	<ul style="list-style-type: none"><li>❖ Examine current pledger donation scheme:<ul style="list-style-type: none"><li>➢ Pledger categorisation</li><li>➢ Subscription costs</li></ul></li><li>❖ Research pricing models of similar organisations</li><li>❖ Gain feedback from current and potential pledgers to drive improvements</li><li>❖ Understand the viability of a subscription based scheme and whether this would support growth for OPY</li></ul>

# Section 2 – How can OPY clearly and effectively convey their mission?

Section	Justification	Aims	Actions
<p><b>Developing clarity around OPY's core mission</b></p>	<ul style="list-style-type: none"> <li>❖ Transition from the council might create confusion as to the function of OPY</li> <li>❖ Mission statement could more effectively convey sustainability focus</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop a clear, concise and focused mission statement that conveys OPY's core mission</li> <li>❖ Identify how OPY should market itself to different types of organisations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Research the core components of a compelling mission statement               <ul style="list-style-type: none"> <li>➤ Look at similar organisations and how they market themselves</li> </ul> </li> <li>❖ Conduct interviews with organisations in different sectors:               <ul style="list-style-type: none"> <li>➤ Propose different ways OPY could market themselves to different types of pledgers</li> <li>➤ For current OPY members, gauge current understanding of OPY's core value propositions and activities</li> </ul> </li> </ul>
<p><b>Assessing OPY's online presence</b></p>	<ul style="list-style-type: none"> <li>❖ Social media is a valuable tool in promoting OPY's vision</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop a cost-effective social media strategy</li> <li>❖ Analyse the website</li> </ul>	<ul style="list-style-type: none"> <li>❖ Assess OPY's current online presence (social media, websites, features etc)</li> <li>❖ Provide comprehensive analysis of OPY's website</li> <li>❖ Develop a social media content strategy plan for OPY by:               <ul style="list-style-type: none"> <li>➤ Researching social media campaigns of similar organisations</li> <li>➤ Evaluating various social media tools and their associated costs</li> <li>➤ Researching the most effective channels to promote outreach</li> <li>➤ Researching styles and tones for successful social media posts</li> </ul> </li> </ul>
<p><b>Promoting through the network</b></p>	<ul style="list-style-type: none"> <li>❖ Use of the current network could be an efficient way to spread OPY's message in the local community</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identify ways of incentivising partner organisations to promote OPY online and physically</li> </ul>	<ul style="list-style-type: none"> <li>❖ Interview pledger organisations regarding their willingness to promote OPY online and through physical marketing techniques</li> <li>❖ Evaluate physical marketing options and their associated costs (e.g. window stickers with the OPY logo)</li> </ul>

# Section 3 – Why should organisations engage with OPY?

Section	Justification	Aims	Actions
<b>Potential pledger organisations</b>	<ul style="list-style-type: none"><li>❖ To understand what would motivate organisations to join OPY's network</li><li>❖ These potential organisations are key to the growth of OPY's network</li></ul>	<ul style="list-style-type: none"><li>❖ Understand what would motivate different segments of the target demographic to join the network</li></ul>	<ul style="list-style-type: none"><li>❖ Discern OPY's target demographic and segments within this</li><li>❖ Identify and reach out to a sample of potential pledger organisations</li><li>❖ Develop the interviews, while incorporating funding and marketing-related questions as necessary</li><li>❖ Conduct semi-structured interviews face-to-face or via telephone</li><li>❖ Collate and analyse data to extract key themes</li><li>❖ Use data to inform recommendations on funding, marketing, and value propositions</li><li>❖ Provide a list of potential OPY pledgers</li></ul>
<b>Existing pledger organisations</b>	<ul style="list-style-type: none"><li>❖ To evaluate OPY's value propositions to maximise engagement</li><li>❖ Maximising engagement between pledger organisations and the network is crucial to achieving collaboration</li></ul>	<ul style="list-style-type: none"><li>❖ Understand how existing or potential value propositions could incentivise pledger organisations to increase their engagement with the network</li></ul>	<ul style="list-style-type: none"><li>❖ Select a sample of current member organisations to contact (varying in size and type)</li><li>❖ Reach out to the organisations through OPY to secure interviews</li><li>❖ Conduct semi-structured interviews face-to-face or via telephone</li><li>❖ Incorporate funding and marketing-based questions as necessary</li><li>❖ Review questions if necessary based on initial conversations</li><li>❖ Collate and analyse data for key themes</li><li>❖ Review OPY's current value propositions based on results</li></ul>

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# Key Dates

Week	3	4	5	6	7	8	9	10
Starts On	14/10/19	21/10/19	28/10/19	04/11/19	11/11/19	18/11/19	25/11/19	02/12/19
Start of project								
Statement of Work								
Meet with OPY								
Interview preparation								
Secondary research								
Conduct interviews								
Analysis of results								
Produce recommendations								
Delivery of presentation								



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# Key requirements needed for the project to be a success

## Access to information

Having access to information about OPY's list of pledgers, key financial documents and past projects in order to inform recommendations.

## Collecting quality primary data

Obtain quality data from surveys and focus groups to provide OPY with an accurate representation of the different views held by each pledger category (individual, small business, key anchor pledgers).

## Support with internal communications

Having support from the Chair when interviewing OPY pledgers, by communicating YCC's role to them beforehand will increase likelihood of pledgers agreeing to interview.

## Consistent communication

Maintaining consistent communication with the Leadership team of OPY will ensure YCC keeps working towards the aims set out with the client in the Terms of Reference.

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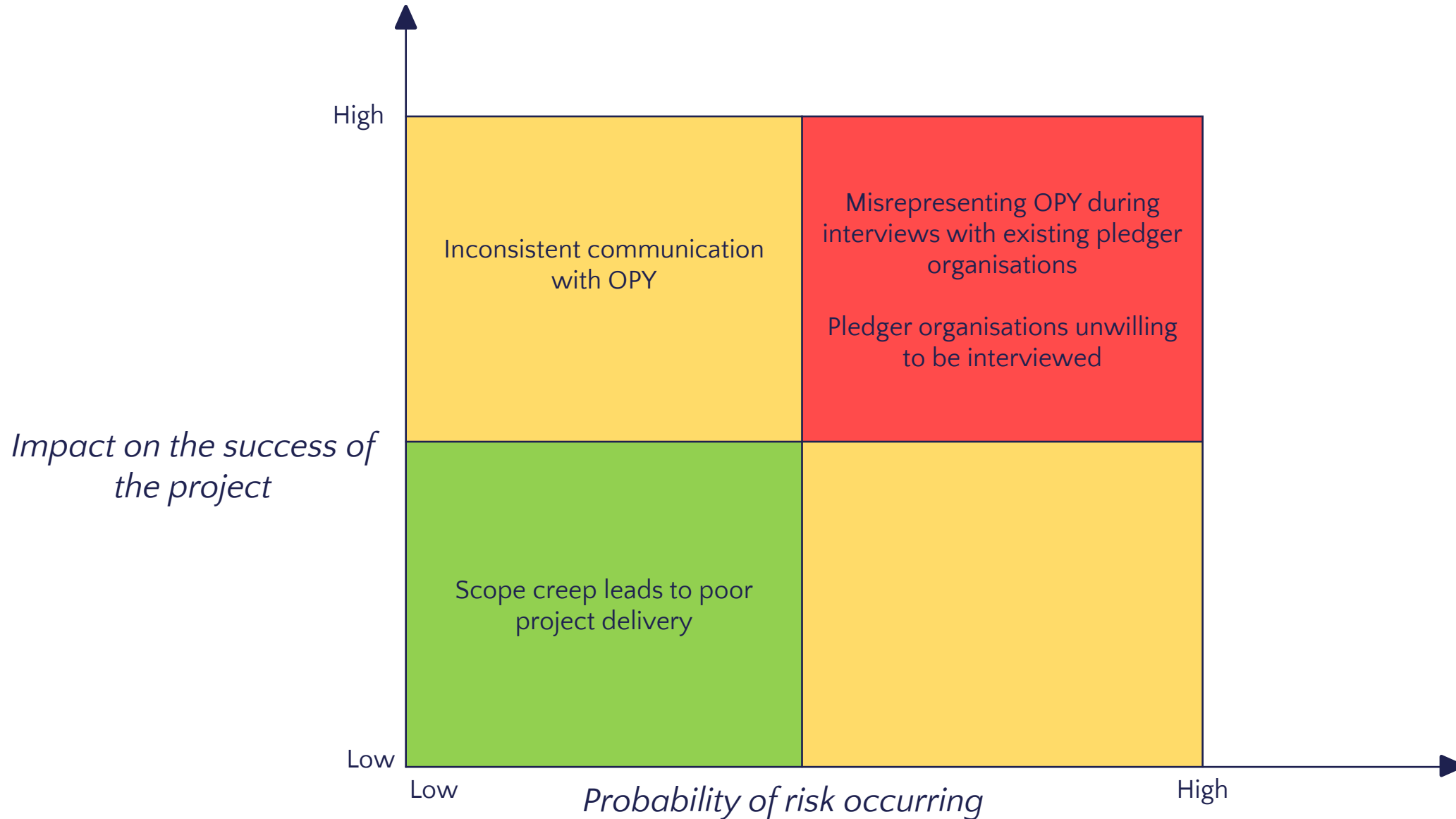
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# The risks we have identified...



# Risk Mitigation

## Risk

Pledger organisations unwilling to be interviewed

## Method

We will request that OPY facilitate communications between YCC and pledger organisations in order to secure interviews.

Misrepresenting OPY during interviews with existing pledger organisations

We will gain approval of our semi-structured interviews with OPY prior to interviewing current pledger organisations. We will also ensure that we clearly state that we do not represent OPY. This could be facilitated by clear communication internally about YCC's role.

Inconsistent communication with OPY

We will emphasise the importance of effective communication between YCC and OPY to ensure project success.

Scope creep leads to poor project delivery

We have set a strict clear schedule and clear boundaries for tasks that are out of scope (see next slide).

## Item

Implementing our recommendations

## Justification

We will only provide recommendations for OPY, not enact any of these ourselves. With regards to funding, we will find potential sources, but will not be responsible for securing these funds. Concerning social media, we will provide a strategy, but will not be in charge of running this ourselves.

Creating and developing relationships with potential pledger organisations

This is beyond the remit of possibility within the timescale. We will reach out to potential pledger organisations during this process but will not be encouraging them to pledge. However, OPY may choose to develop these relationships beyond the 10 week project.

Thank you for reading

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**Climate Change Policy and Scrutiny  
Committee****12 November 2019**

Report of the Assistant Director – Legal &amp; Governance

**Specialist Perspectives on Challenges and Opportunities of a Zero  
Carbon Fleet****Summary**

1. This report introduces a discussion on the Challenges and Opportunities of realising and operating a zero-carbon fleet. Members of key organisations such as Nestle, First Group and City of York Council are invited to give their perspectives on this challenge.

**Background**

2. This item was suggested at the most recent meeting of the Climate Change Policy and Scrutiny Committee. The committee decided to invite individuals from key organisations including Nestle (Andrew Griffiths), First Group (Jon Harman) and City of York Council (Bill Manby, Ian Houlton and Dave Atkinson) to discuss issues and challenges around operating zero-carbon fleets.
3. The committee has asked the invited representatives to think about the challenges that this poses to their organisations and the barriers that are affecting the feasibility of a Zero Carbon Fleet. In addition, the committee is interested in discussing the opportunities that this will create.

**Consultation**

4. No consultation was necessary in the production of this report.

**Options**

5. Members can decide whether they would like to take forward any items or issues that come out of their discussion with colleagues during this session.

**Analysis**

- 6. There was no analysis necessary in this report.

**Council Plan**

- 7. The issues that will be discussed in this session are linked to the Council Plan themes of 'A Greener and Cleaner City' and 'Getting Around Sustainably', as set out in the Council Plan 2019-23.

**Risks and Implications**

- 8. There are no risks or implications arising from the recommendations in this report.

**Recommendation**

- 9. The Committee is asked to reflect on discussions held during this session and decide whether they would like to take forward any related items into their work plan.

Reason: To continue the work and engagement with organisations in the City, to better understand the challenges of achieving a zero-carbon City by 2030.

**Contact Details**

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**Chief Officer Responsible for the report:**

Dawn Steel  
Head of Civic, Democratic and Scrutiny Services  
Tel: 01904 551030

**Report  
Approved**

**Date** 04/11/19

**Wards Affected:**

**All**

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

## Climate Change Policy and Scrutiny Committee

### Draft Work Plan 2019-20

<p>Tuesday 10 September @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Terms of Reference</li> <li>2. Approach – Ways of Working</li> <li>3. Climate Change Update</li> <li>4. Identifying Priorities</li> <li>5. Work Plan</li> </ol>
<p>Tuesday 15 October 2019 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Attendance of the Executive Member for Environment and Climate Change</li> <li>2. Round-table discussions on baseline statistics and funding opportunities</li> <li>3. Work Plan</li> </ol>
<p>Tuesday 12 November 2019 @5.30pm</p>	<ol style="list-style-type: none"> <li>1. Co-option Report</li> <li>2. Specialist Perspectives on Challenges and Opportunities of a Zero Carbon Fleet</li> <li>3. One Planet York – Update</li> <li>4. Work Plan</li> </ol>
<p>Monday 16 December 2019 5.30pm</p>	<ol style="list-style-type: none"> <li>1. Sustainable Housing Theme Round Table Discussion with: <ul style="list-style-type: none"> <li>- Planning</li> <li>- CYC Housing</li> <li>- Private Developers</li> </ul> </li> <li>2. Work Plan</li> </ol>

Tuesday 14 January 2020 @5.30pm	<ol style="list-style-type: none"> <li>1. Procurement Theme - Details to be confirmed</li> <li>2. Carbon Budgeting?</li> <li>3. Work Plan</li> </ol>
Tuesday 4 February 2020 @5.30pm	
Tuesday 10 March 2020 @5.30pm	
Tuesday 21 April 2020 @5.30pm	
Tuesday 12 May 2020 @5.30pm	