

## Notice of meeting of

### Executive

<b>To:</b>	Councillors Steve Galloway (Chair), Aspden, Sue Galloway, Jamieson-Ball, Reid, Runciman, Sunderland, Vassie and Waller
<b>Date:</b>	Tuesday, 4 December 2007
<b>Time:</b>	2.00 pm
<b>Venue:</b>	The Guildhall, York

### AGENDA

#### Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

**10:00 am on Monday, 3 December**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday, 6 December**, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

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

At this point, Members are asked to declare any personal or prejudicial interest they may have in the business on this agenda.

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

To consider the exclusion of the press and public from the meeting during consideration of the following:

- Exempt Minute 107 in the minutes of the Executive meeting held on 20 November 2007 (Agenda item 3)
- Annex A to Agenda Item 11 (Chief Officer Search and Selection Contract)

on the grounds that they contain information relating to the financial or business affairs of particular persons. 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).

## **3. Minutes (Pages 3 - 12)**

To approve and sign the minutes of the Executive meeting held on 20 November 2007.

## **4. Public Participation**

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday, 3 December**.

## **5. Executive Forward Plan (Pages 13 - 16)**

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

## **6. Minutes of the Social Inclusion Working Group and the Young People's Working Group (Pages 17 - 30)**

This report presents the minutes of recent meetings of the Social Inclusion Working Group and the Young People's Working Group and asks Members to consider the advice given by the Working Groups in their capacity as advisory bodies to the Executive.

**7. Lord Mayoralty 2008/09 (Pages 31 - 34)**

This report asks the Executive to consider which of the political groups should be invited to appoint the Lord Mayor for the Municipal Year 2008/09 and proposes an amendment to the current nomination scheme.

**8. Transformation of Transport Services (Pages 35 - 46)**

This report (referred to on the Forward Plan as 'Kendric Ash Review Update') provides an update on progress to date on the transformation partnership to improve the Council's internal transport provision, improve service quality and make significant efficiency savings.

**9. Report of the Future York Group (Pages 47 - 96)**

This report seeks to brief Executive on consultation undertaken following receipt of the Future York Group Report and makes recommendations for the Council, working in partnership with others, to adopt in response to the Report.

**10. Reducing the Maintenance Backlog (Pages 97 - 116)**

This report seeks Members' approval of a proposed strategy for using the limited revenue and capital resources available to deal with the substantial repair and maintenance backlog of the Council's corporate land, buildings and highways, by basing decisions on future investment on the need and viability of the asset.

**11. Chief Officer Search and Selection Contract (Pages 117 - 124)**

This report asks the Executive to decide on the award of the corporate contract for the search and selection of Chief Officers, following a full tendering process, as Officers' recommendations are not to award the lowest cost supplier.

**12. 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) 551027
- E-mail – [fiona.young@york.gov.uk](mailto:fiona.young@york.gov.uk)

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

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

## About City of York Council Meetings

### Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

**A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088**

### Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

### Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন অর্ধাতে তথ্য জানানোর জন্য সব ধরনের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোঅবী সারবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550।

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اگر مناسب وقت سے اطلاع دی جاتی ہے تو ہم معلومات کا ترجمہ مہیا کرنے کی پوری کوشش کریں گے۔ ٹیلی فون (01904) 551 550

*Informacja może być dostępna w tłumaczeniu, jeśli dostaniemy zapotrzebowanie z wystarczającym wyprzedzeniem. Tel: (01904) 551 550*

## **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

## **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

## **Who Gets Agenda and Reports for our Meetings?**

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

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MEETING	EXECUTIVE
DATE	20 NOVEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, JAMIESON-BALL, RUNCIMAN, SUNDERLAND, VASSIE AND WALLER
APOLOGIES	COUNCILLOR REID

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**99. Declarations of Interest**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. No interests were declared.

**100. Exclusion of Press and Public**

RESOLVED: That the press and public be excluded from the meeting during consideration of:

- Annex 2 to agenda item 8 (York Racecourse – Application for Lease Extension and Amendments)
- Annex A to agenda item 9 (Review and Strategy for the Commercial Property Portfolio)

on the grounds that they contain information relating to the financial or business affairs of particular persons, which is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government (Access to Information) (Variation) Order 2006.

**101. Minutes**

RESOLVED: That the minutes of the re-convened Executive meeting held on 30 October 2007 and the Executive meeting held on 6 November 2007 be approved and signed by the Chair as a correct record.

**102. Public Participation**

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

**103. Executive Forward Plan**

Members received and noted the details of those items that were listed on the Executive Forward Plan for the next two meetings of the Executive.

**104. IT Development Plan 2008-09**

Members considered a report which asked them to review areas for investment in IT that had been identified and put forward by Directors, and to decide which of these projects should be funded.

The proposals had been evaluated by the Corporate IT Strategy Group (CITSG) and were presented in priority order in Annex A to the report. A summary of each proposal, with a breakdown of costs, was set out in Annex B. Those bids that had been rejected by CITSG were summarised in Annex C.

Three options were presented for Members' consideration:

**Option 1** - to fund all the bids recommended by the CITSG (i.e. those listed above the dotted line in Annex A)

**Option 2** – to fund more bids than recommended by the CITSG; that is, to include the two bids listed below the dotted line in Annex A. All of these bids could be funded from the General Fund allocation, although more funding would be required from HRA and Neighbourhood Services.

**Option 3** – to fund fewer bids than recommended by the CITSG.

The report highlighted those proposals that would or would not be funded should Members wish to select Options 2 or 3.

Officers circulated additional information at the meeting regarding the potential annual savings to be achieved by each scheme (Annex D)

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the order of priorities recommended by the CITSG be agreed in principle, subject to the allocation of resources as part of the 2008/09 budget process.

REASON: In order to allocate the IT Development Plan funding for 2008/09 to priority projects, to support the delivery of the Council's corporate priorities.

(ii) That consideration also be given during the budget build process to the appropriate provision to be made in the Medium Term Financial Strategy for spend on the IT Development Plan in 2009/10.

REASON: To ensure that sufficient resources are identified for future years' IT Development within the Council's forward plan, subject to the overall budget position.

(iii) That Officers be asked to refine the proposals further, to identify more specifically the revenue savings that each will deliver over the lifetime of the investment.

REASON: In order to inform the budget build process.

**105. Comprehensive Performance Assessment Inspection - Self Assessment**

Members considered a report which sought endorsement for the Council's draft self assessment, to be submitted to the Audit Commission on 10 December 2007 in preparation for the corporate inspection in January 2008.

The draft self assessment, attached as Annex A to the report, had been prepared following wide ranging and inclusive consultation with stakeholders and would form the starting point for the work of the inspection team.

It was noted that briefings on the draft self-assessment had been offered to Members individually, in addition to the pre-Council seminar on this subject held on 4 October 2007.

Having noted the comments of the Shadow Executive, it was

**RESOLVED:** That the content of the self assessment be endorsed, noting that it may be subject to editorial changes by the Chief Executive.

**REASON:** To enable the self assessment to be sent to the Audit Commission according to their required timetable.

**106. York Racecourse – Application For Lease Extension And Amendments**

Members considered a report which presented a request from the Race Committee to make changes to the lease of York Racecourse, in order to enable investment in developing and maintaining their facilities to continue.

The changes requested were:

- To restore the lease length to 99 years, from 2008
- To include the whole of the West Enclosure in the lease
- To increase the number of permitted Race Days from 15 to 20
- To add the 'Ascot Bend' to the track on a permanent basis
- To extend the definition of 'Race Weeks'.

Ward Members' suggestions for consideration in respect of the lease, and Officers' responses, were set out in paragraph 9 of the report. Members were invited to consider three options:

**Option A** – Agree the lease extension. This was the recommended option.

**Option B** – Decline to extend the lease. Not recommended, as failure to support improvements and future investment could be seen as detrimental to the long term prosperity of the City.

**Option C** – Accept some of the proposed changes but not others. Not recommended, as it was thought unlikely that York Race Committee would accept a partial agreement.

With reference to the comments of the Shadow Executive on this item, Officers confirmed that:

- The land at Sim Balk Lane had been used as an overflow car park on a one-off basis for Royal Ascot. It was not owned by the Council or the Race Committee and was not included in the agreed Traffic Management Plan.
- Policing outside the racecourse area was not considered to be a matter for the Race Committee.
- The location of temporary toilets was yet to be agreed and would be discussed with relevant Ward Members.
- In terms of benefits to York residents, the Racecourse provided employment and leisure facilities - a substantial proportion of racegoers were residents of York.
- The Racecourse already contributed to traffic management via an agreed formula.
- There was currently only one evening race meeting and the 10pm curfew for post-race entertainment was strictly adhered to.
- It was expected that the proposed changes to the lease would generate more investment in Area W (i.e. part of the West Enclosure).

Members commented that some of the issues raised by the Shadow Executive could be addressed more appropriately in the context of the annual meeting with the Race Committee, when plans for the future season were discussed.

- RESOLVED: (i) That Option A be approved, that is:
- a) to surrender the existing lease for the Racecourse in favour of a new 99 year lease, from 2008;
  - b) to include the remaining 3 acres of the West Enclosure in the lease, subject to the results of advertising under Section 123 of the Local Government Act 1972;
  - c) to increase the number of permitted Race Days as of right to 20, with any others to be subject to approval by the Head of Parks and Open Spaces, in consultation with Officers in City Strategy;
  - d) to add the 'Ascot Bend' to the race track, in exchange for land on the Tadcaster Road straight;
  - e) to allow up to 10 days for the erection of hospitality marquees and 4 days for removal, instead of the current 'Race Week', subject to the approval of the Head of Parks and Open Spaces.

REASON: To ensure that York Racecourse maintains its position amongst the top courses in the country, whilst at the same time continuing to be a valued local amenity that plays a valuable role in the economic development of the City and

brings benefits in a manner that is acceptable to the residents of York.

- (ii) That Officers be asked to investigate further options for providing a set of temporary toilets, including bringing back into use the existing toilet block on Knavesmire Road, on major Race Days.

REASON: In order to address Ward Members' suggestions in this regard and in view of the fact that the Race Committee are not willing to provide toilets in the Scarcroft Hill area and that there is no budget provision for the estimated £8k cost of providing and servicing toilets for the main race meetings.

- (iii) That the other issues raised by Members be kept under review and addressed as part of any proposed changes to licensing arrangements and planning permissions and / or during traffic management reviews.

REASON: To ensure that these matters are dealt with in an appropriate context.

- (iv) That any further refinement of the 'off course' race management arrangements - which may involve additional cost - be submitted as a revenue growth bid as part of the annual budget build process.

REASON: To ensure that adequate funding arrangements are in place before any changes are agreed.

## **107. Review & Strategy for the Commercial Property Portfolio**

*[See also Exempt Minute 107]*

Members considered a report which identified the properties making up the Council's Commercial Property Portfolio, examined the background to current ownership, established criteria for holding these premises in the future and audited performance for the period 2000 to 2005. A report on this matter had previously been considered by the Executive Member for Corporate Services and Advisory Panel, on 30 October 2007. The Executive Member's decisions were set out in paragraph 3 of the report.

The review formed a Service Asset Management Plan, linking to the Council's approved Corporate Asset Management Plan. It related to commercial properties in two categories – Operational (properties ancillary to service use) and Non Operational (properties not directly part of a service). The main focus of the review was on the latter.

Annex A to the report (an exempt document) included a list of those properties that might be subject to review, together with fact sheets on each group of non-operational properties, setting out the benchmarks, voids and write offs that had occurred and recommending future policy. The report outlined the recommended objectives for holding property in the

future and the recommended performance indicators for future property management. Recommendations for suggested new measures and changes for the future, relating to rent reviews, condition surveys, potentially saleable properties, new investment properties and properties to be retained for the longer term, were set out in paragraph 10 of Annex A.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the performance of the Council's operational and non-operational portfolios be noted.

(ii) That the recommendations summarised in paragraph 10 of Annex A to the report be approved.

(iii) That recommendation (d) in paragraph 10 be considered further by the Corporate Asset Management Group and a report brought back to the Executive Member for Corporate Services outlining the investment strategy.

REASONS: To provide Members' input to the Commercial Property Review, set targets for future performance and identify actions on individual properties.

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.30 pm].

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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Executive Meeting 4 December 2007

EXECUTIVE FORWARD PLAN

<b>Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 18 December 2007</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Minutes of Local Development Framework Working Group &amp; Economic Development Partnership Board</b></p> <p><i>Members are asked to note the minutes of the meetings of the Local Development Framework Working Group and the Economic Development Partnership Board and consider any recommendations in the minutes.</i></p>	Fiona Young	Executive Leader
<p><b>Review Report – Finding a consensus on the way forward for the city (Part 2)</b></p> <p><i>Review report will look at development of devolved decision making arrangements for local communities and capacity building for the voluntary sector.</i></p>	Heather Rice	Executive Leader
<p><b>Thin Client Management Arrangements</b></p> <p><i>A review of the Client &amp; Contractor roles within the Council – this report seeks to rationalise and streamline them.</i></p>	Simon Wiles	Executive Member for Corporate Services
<p><b>Review Report – Housing (affordable and social)</b></p> <p><i>Review report will look at the availability of affordable and social housing and the effectiveness of the 50% affordability planning rule.</i></p>	David Caulfield/ Steve Waddington	Executive Leader
<p><b>Progress Update: Draft Carbon Management Implementation Plan and Progress on Climate Change Strategy for the City of York Council</b></p> <p><i>Purpose of report: A draft implementation plan identifying the projects and enablers to achieve 25% CO2 emissions reduction within the Council, and a scoping report of a</i></p>	Kristina Peat	Executive Leader

<p><i>Climate Change Strategy for the City.</i></p> <p><i>Members are asked to:</i>  <i>Approve implementation of the plan.</i></p>		
<p><b>Response to Regional Spatial Strategy Proposed Changes</b></p> <p><i>Purpose of report:</i>  <i>Council response to proposed changes published by the Secretary of State to the Regional Spatial Strategy (RSS).</i></p> <p><i>Members are asked to:</i>  <i>Approve the Council's response to the RSS proposed changes for submission to Government Office.</i></p>	David Caulfield	Executive Member for City Strategy
<p><b>Single Tourism Organisation – Service Level Agreement with the Council</b></p> <p><i>Purpose of report:</i>  <i>A Single Tourism Organisation (Visit York) is being established from 01 April 2008. With the Memorandum and Articles of Association of the new company having been agreed, confirming the company's strategic and operational roles, a Service Level Agreement is required between the Council and the new company to cover what the Council expects the new company to deliver, and to ensure proper accountability for public funding.</i></p> <p><i>Members are asked to:</i>  <i>Agree the principles of the Service Level Agreement.</i></p>	Ian Tempest	Executive Leader
<p><b>Energy &amp; Water Management – Policy &amp; Practice/ Sustainability in Design</b></p> <p><i>As a response to the climate change agenda, Members will be informed of best practice and will be asked to approve a draft policy which will generate an action plan to prioritise energy and water management issues and sustainability in design projects and work with external partners.</i></p>	Neil Hindhaugh	Executive Member for Corporate Services

<b>Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 15 January 2008</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Real Time Travel Communications Strategy</b></p> <p><i>This report will describe the progress made with the introduction of on-street Real Time Bus Information, It will also identify impediments to future progress and make recommendations for change.</i></p>	Darren Capes	Executive Member for City Strategy
<p><b>Easy@York Phase 2 Report</b></p> <p><i>This report will set out a detailed scope for the second phase of the <a href="#">easy@york</a> project and will identify funding arrangements.</i></p> <p><i>Members are asked to:</i> <i>Approve the recommendations in the report.</i></p>	Tracey Carter	Executive Member for Corporate Services
<p><b>Second Corporate Performance &amp; Finance Monitor</b></p> <p><i>Provision of the latest forecast of the Council's financial and performance position. Actions may be required to agree proposed amendments to plans, mitigation for identified issues and financial adjustments (such as allocations from contingency and virements) which are reserved to the Executive.</i></p>	Janet Lornie/ Peter Lowe	Executive Member for Corporate Services
<p><b>Second Capital Monitor</b></p> <p><i>Provision of the latest forecast of the Council's financial and performance position. Actions may be required to agree proposed amendments to the capital programme and financial adjustments which are reserved to the Executive.</i></p>	Tom Wilkinson	Executive Member for Corporate Services

<b>Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders</b>					
<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>
<b>Review Report – Housing (affordable and social)</b>	David Caulfield/ Steve	Executive Leader	4 December 2007	18 December 2007 (as indicated in Table	To allow the Group Leaders to consider the report prior to

<p><i>Review report will look at the availability of affordable and social housing and the effectiveness of the 50% affordability planning rule.</i></p>	<p>Waddington</p>			<p>1 above)</p>	<p>formal publication.</p>
<p><b>Energy &amp; Water Management – Policy &amp; Practice/ Sustainability in Design</b></p> <p><i>As a response to the climate change agenda, Members will be informed of best practice and will be asked to approve a draft policy which will generate an action plan to prioritise energy and water management issues and sustainability in design projects and work with external partners.</i></p>	<p>Neil Hindhaugh</p>	<p>Executive Member for Corporate Services</p>	<p>4 December 2007</p>	<p>18 December 2007 (as indicated in Table 1 above)</p>	<p>At Corporate Management Team’s request, to be considered with the report entitled “Progress Update: Draft Carbon Management Implementation Plan and Progress on Climate Change Strategy for the City of York Council”.</p>



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**Executive**

**4 December 2007**

**Report of the Head of Civic, Democratic and Legal Services**

**Minutes of the Social Inclusion Working Group and the Young People's Working Group**

**Summary**

1. This report presents the minutes of recent meetings of the Social Inclusion Working Group and the Young People's Working Group and asks Members to consider the advice given by the Working Groups in their capacity as advisory bodies to the Executive.

**Background**

2. The revised Constitution agreed by Council on 27 April 2006 created a number of Working Groups whose role is to advise the Executive on issues within their particular remits. The Groups are:
  - Social Inclusion Working Group (equalities issues)
  - Young People's Working Group (young people's issues)
  - Local Development Framework (LDF) Working Group (matters relating to the Local Development Framework)

The Constitution also includes a Protocol on Councillor Working Groups, which sets out rules and guidelines for the establishment and operation of Working Groups.

3. To ensure that the Executive is able to consider the advice of the Working Groups, it has been agreed that minutes of the Groups' meetings will be brought to the Executive on a regular basis. The Executive has also agreed to receive minutes of the meetings of the Economic Development Partnership Board, which acts as an advisory body to the Council and to the Local Strategic Partnership.
4. Consideration of the minutes of the above bodies has been scheduled on the Forward Plan for the Executive, as follows:
  - 4 December – Social Inclusion Working Group and Young People's Working Group
  - 18 December - LDF Working Group & Economic Development Partnership Board

- 11 March – Social Inclusion Working Group and Young People's Working Group
- 25 March - LDF Working Group & Economic Development Partnership Board

In accordance with the Forward Plan, this report presents the minutes of the Social Inclusion Working Group meeting held on 19 September 2007 (Annex A) and the minutes of the Young People's Working Group meeting held on 9 October 2007 (Annex B).

### **Consultation**

5. No consultation has taken place on the attached minutes, which have been referred directly from the Working Groups. It is assumed that any relevant consultation on the items considered by the Groups was carried out in advance of their meetings.

### **Options**

6. Options open to the Executive are either to accept or to reject any advice that may be offered by the Working Groups, and / or to comment on the advice.

### **Analysis**

7. There are no resolutions within the attached minutes which require the specific endorsement or approval of the Executive. However, Members may wish to note in particular:
  - a. The comments of the Social Inclusion Working Group on the report of the Future York Group (Minute 5 in Annex A refers)
  - b. The advice of the Young People's Working Group in respect of the Young People's Champion selection process (Minute 11 in Annex C refers). This advice was reported to the meeting of the Executive Member for Children's Services and Advisory Panel on 15 October 2007, where the selection process was agreed.

### **Corporate Priorities**

8. The aims in referring these minutes accord with the key principles of improving the Council's organisational efficiency.

### **Implications**

9. There are no known implications in relation to the following in terms of dealing with the specific matter before Members, namely to consider the minutes and determine their response to the advice offered by the Working Groups:
  - **Financial**

- **Human Resources (HR)**
- **Equalities**
- **Legal**
- **Crime and Disorder**
- **Property**
- **Other**

**Risk Management**

10. There are no risk management implications associated with the referral of these minutes.

**Recommendations**

11. Members are asked to consider the minutes attached at Annex A and to decide whether they wish to respond to any of the advice offered by the Social Inclusion Working Group and the Young People's Working Group.

**Reason:**

To fulfil the requirements of the Council's Constitution in relation to the role of Working Groups.

**Contact details:**

**Author:**  
Fiona Young  
Principal Democracy Officer  
01904 551027  
email:  
*fiona.young@york.gov.uk*

**Chief Officer Responsible for the report:**  
Colin Langley  
Interim Head of Civic, Democratic and Legal Services  
01904 551004

**Report Approved**  **Date** 20/11/07

**Specialist Implications Officer(s)** None

**Wards Affected:** All

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

**Annexes**

Annex A – Minutes of the meeting of the Social Inclusion Working Group held on 19 September 2007

Annex B – Draft minutes of the meeting of the Young People's Working Group held on 9 October 2007

**Background Papers**

Agendas and associated reports of the above meetings (available on the Council's website).

## City of York Council

## Committee Minutes

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MEETING	SOCIAL INCLUSION WORKING GROUP
DATE	19 SEPTEMBER 2007
PRESENT	COUNCILLORS ASPDEN (CHAIR), SUE GALLOWAY, GUNNELL (VICE-CHAIR), HEALEY, SUNDERLAND, KING (AS SUBSTITUTE FOR ALEXANDER) AND SIMPSON-LAING (AS SUBSTITUTE FOR POTTER)  JACK ARCHER (OLDER PEOPLE'S ASSEMBLY), SUE LISTER (OLDER PEOPLE'S ASSEMBLY), PETER BLACKBURN (LGBT FORUM), RITA SANDERSON (BME CITIZENS' OPEN FORUM), DARYOUSH MAZLOUM (BME CITIZENS' OPEN FORUM), LYNN JEFFRIES (DISABLED PEOPLE'S FORUM) AND JAN JAUNCEY (YORK INTERFAITH)
APOLOGIES	COUNCILLORS ALEXANDER AND POTTER, AND KAREN ROBERTS (LGBT FORUM) AND PAUL WORDSWORTH (CHURCHES TOGETHER IN YORK)

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**1. DECLARATIONS OF INTEREST**

The Chair invited Members to declare at this point any personal or prejudicial interests they might have in the business on the agenda, in addition to the standing declarations below:

Cllr King – as a member of the Access Group

No further interests were declared.

**2. MINUTES**

RESOLVED: That the minutes of the last meeting of the Social Inclusion Working Group held on 21 March 2007 be signed as a correct record and the “easy read” version be noted.

**3. PUBLIC PARTICIPATION**

There were no registered speakers at the meeting under the Council's Public Participation Scheme.

**4. COMMUNITY STRATEGY REFRESH**

Members were given a brief background on refreshing the Community Strategy and were updated on an event to be held on 16 October 2007.

Members were informed that the Local Strategic Partnership links many different partnerships (e.g. Healthy City Board, Environment Partnership) in the City to improve public services.

Members were informed that the Community Strategy was now 3 years old and needed reviewing.

Members were invited to attend the City Conference on 16 October 2007 (2 repeated sessions – 3-5pm and 6-8pm). Officers handed Members information on the City Conference plus other methods of consultation such as an all household questionnaire, exhibitions at various places around the City and attendance at ward committees.

RESOLVED: That the information provided be noted.

REASON: To update the Working Group on the refresh of the Community Strategy.

## 5. FUTURE YORK REPORT

Members were updated on the Future York report.

Members were informed that the Future York Group was set up in response to job losses in the city in 2006. The report was published on 12 June 2007 and the Council was now responding to the report. Although the trigger for the report was economic, officers were keen to state that the Council's response would not only be about economic growth but would ensure a disparity in incomes would not widen as the economy expanded.

Social Inclusion Working Group (SIWG) split into 3 groups to look at three different recommendations from the report, to highlight issues and suggest what the Council could do. The following comments and questions were raised by these groups:

### S2 – Employability

- *“Value previous experience as equal to a qualification eg. skills with computers but no certificate*
- *Value life experience not just formal qualifications*
- *Expand options for practical training*
- *Issues regarding ability to act on opportunities – how to get the message about jobs or training opportunities out to people e.g. advertising literacy courses via written information (posters, prospectuses) isn't helpful if you can't read.*
- *Play to our strengths e.g. tourism – do we equip local children with skills in this area?*
- *Marketing of jobs – change emphasis on the 'value' of jobs to society e.g. hotel industry, caring jobs*
- *Need to expand emphasis of Science City (just been recognised in the Corporate Strategy Refresh)*
- *Agency work in York – do we have a profile for how many workers, what jobs etc. Does it create instability?*

- *Workforce planning city wide - link to regional and national work and changes*
- *Tailor education to suit children and the jobs they could get into*
- *How do we work with parents to encourage and inspire children in terms of different job opportunities in York."*

#### S7 – Disparity of incomes

- *"Look to the future – what industries will be attracted to York? Demographic changes – ageing population (York older than average) = more jobs in care area which is low paid. How do we make this more attractive?*
- *Do temporary contracts prevent people from progressing and/or create unnecessary movement? How can we influence this? Change our own employment practices?*
- *Attract mixed economy of small, medium and large companies and self employed people. Rather than just attracting large companies; if one company closes down it has a big impact on the city.*
- *Encourage self employment and innovative businesses eg. green/carbon neutral businesses or grass roots organisations, co-operatives.*
- *Don't just focus on young people, encourage older people to start small businesses as well*
- *Micro-lending – lend small amounts of money to start small businesses.*
- *Re-skill and/or increase skills of current population (all ages)*
- *Affordable housing – workers need to be able to afford to live in York. Use large planning projects (York Central etc) for affordable housing and key worker accommodation."*

#### S10 – worklessness

- *"Break cycle of worklessness – targeted at most deprived areas of City – especially in families*
- *Understand who this is about – define worklessness, profile the City, identify partners who can contribute to this.*
- *More major employers working with schools eg, Westfield and Corus*
- *Support people so that they can get out of the benefits trap (earn more in benefits than by working therefore can't afford to work)*
- *Work to change perceptions/stigma around benefits eg school meals*
- *Act positively to support and maintain sustainability of organisations such as Remploy.*
- *Use council procurement to secure social benefits as well as economic (£) ones. Promote value to society to other key partners as well.*
- *Some BME communities concentrated in low income groups – specific difficulties in accessing private sector housing market. Targeted help required."*

RESOLVED: That the Working Group's comments be noted.

REASON: To help shape the effectiveness of future action.

**6. IMPROVEMENTS TO THE SOCIAL INCLUSION WORKING GROUP - 1 YEAR ON**

Members considered improvements that could be made to the Social Inclusion Working Group (SIWG), one year on.

The group requested that a male representative from the Disabled People's Forum attend SIWG meetings.

It was agreed that community groups could send substitutes to SIWG when a permanent representative was unable to attend. Community Groups were to identify substitutes and report back at the next meeting.

- RESOLVED: (i) That a male representative from the Disabled People's Forum be invited to attend SIWG meetings;
- (ii) That Community Groups be asked to identify substitutes and report back at the next meeting.

REASON: To improve the effectiveness of the Working Group.

**7. CYC EQUALITIES CONFERENCES**

Members received a verbal update on the City of York Council's Equality Conferences held in June and received copies of the newsletter sent to all delegates.

Members were informed of the positive publicity this had received in the press. Cllr Gunnell stated she had attended the disability conference and thought it was a very good event.

RESOLVED: That the update be noted.

REASON: To inform the Working Group about the Equalities Conferences.

**8. USE OF BUDGET 2007/08**

Members considered ways of using the Group's budget of £7,240 for 2007/08 to meet the Group's aims or support work that improved social inclusion in the Council.

Members received a list of draft ideas and agreed that the conference idea would not be appropriate but that the others would be considered alongside ideas put forward by community groups. Cllr Aspden agreed to pursue the possibility of using an existing Member training budget for the conference.

Community groups were asked to send budget use suggestions to Heather Johnson ([heather.johnson@york.gov.uk](mailto:heather.johnson@york.gov.uk) or The Guildhall, York, YO1 9QN)

before the next meeting. The suggestions would be discussed and agreed at the next meeting.

If any representatives requested further funding, Heather Johnson agreed to e-mail the SIWG Funding Form to community representatives for them to complete.

Community representatives who received extra funding from SIWG last year (LGBT Forum, BME Forum, Older People's Assembly) would be giving Members an update at the next meeting.

RESOLVED: That budget use suggestions be submitted for discussion at the next meeting.

REASON: To ensure the budget is used effectively.

## **9. FORWARD PLAN**

Members considered items for the forward plan.

Members agreed that an item on York's Anti-Poverty Strategy should be added to the forward plan and covered at the next meeting.

Sue Lister raised the issues of climate change and transition cities. Cllr Galloway stated the council had produced a strategy responding to climate change issues. Heather Johnson agreed to send a copy of the strategy to Sue Lister.

Community groups were asked to get suggestions for the forward plan to Heather Johnson before the next meeting.

RESOLVED: That an item on York's Anti-Poverty Strategy be added to the forward plan and covered at the next meeting.

REASON: To update the Forward Plan.

## **10. COMMUNITY FORUM REPORTS AND FEEDBACK**

Members received a verbal update and notes/minutes from meetings of the community forum's involved in the Group's work.

Interfaith Forum highlighted two events on the calendar of events included in the agenda papers. The international meal on 27 October 2007 (bring a dish from your culture, everyone welcome) and the Ebor lecture on 7 November 2007 by the former Bishop of Bradford on living and caring in an interfaith community.

The Older People's Assembly distributed a programme and press release for the 50+ festival taking place from 29 September 2007.

BME Forum distributed a Joseph Rowntree leaflet on modern slavery in the UK.

The Disabled People's Forum reported that the forum was having some problems and needed some support. Other community groups offered to give advice and Cllr Aspden and Cllr Gunnell offered to meet Lynn Jeffries outside of SIWG to discuss these problems and a way forward.

Lynn Jeffries reported that a small project group of people with learning difficulties were working with Future Prospects to make a film about barriers and successes in living in York with a learning disability.

RESOLVED: That the feedback be noted.

REASON: To update the Working Group on the activities of the Community Forums.

**11. OTHER COMMENTS**

Written details were distributed about the Comprehensive Performance Assessment (government inspection of the council) focus group on 5 October 2007 to which SIWG members are invited to attend.

The group were informed that Evie Chandler was joining the Equalities Team on 1 October 2007 for 6 months to carry out some equalities focussed projects.

Cllr K Aspden  
Chair

[The meeting started at 6.31 pm and finished at 8.25 pm].

City of York Council

Committee Minutes

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MEETING	YOUNG PEOPLE'S WORKING GROUP
DATE	9 OCTOBER 2007
PRESENT	COUNCILLORS BLANCHARD (CHAIR), ASPDEN (VICE-CHAIR), AYRE, RUNCIMAN, GUNNELL AND ALEXANDER

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## 8. DECLARATIONS OF INTEREST

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

Councillor Aspden declared a personal non-prejudicial interest in Agenda Item 4 (Update on the Children and Young People's Champion Selection Process) as he is a part time teacher and a member of the National Union of Teachers (NUT).

Councillor Blanchard declared a personal non-prejudicial interest in Agenda Item 4 (Update on the Children and Young People's Champion Selection Process) as he is a Team Leader for Young Enterprise.

## 9. MINUTES

RESOLVED: That the minutes of the Young People's Working Group held on 12<sup>th</sup> July 2007 be approved and signed by the Chair as a correct record.

## 10. PUBLIC PARTICIPATION

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

Councillor Scott spoke on Agenda Item 4 (Update on the Children and Young People's Champion Selection Process). He stated that as many children and young people as possible should be involved and encouraged to vote. He also thought that all Members should be eligible to stand as Champion and Executive and Shadow Executive Members should not be excluded.

## 11. UPDATE ON THE CHILDREN AND YOUNG PEOPLE'S CHAMPION SELECTION PROCESS

Members considered a report that updated them on the progress of developing the selection processes for the Children and Young People's Champion.

Officers said that they had explored the viability of various e-voting options including 'I'm a Councillor Get Me Out of Here', the university student

union system, York College students and e-voting. It was concluded that these were not practical options as they were either too expensive or the facilities were not available to make them possible.

Members were presented with the following options:

- Option 1** Full election process including ballot boxes and numbered ballot papers involving all primary and secondary schools within the City.
- Option 2** Election process including numbered ballot papers involving all primary and secondary schools within the City.
- Option 3** Election process using un-numbered ballots in all primary and secondary schools within the City.

Members discussed option 3 and decided that they would prefer to give the children and young people the experience of using ballot boxes rather than having teachers collect the ballot papers. It was suggested that the younger children might like to make ballot boxes to use.

Members discussed the possibility of including all students at York College in the election process and Officers agreed to research the viability of this. It was noted that a large percentage of students at the college were not resident in York and it would be therefore difficult to police who was eligible to vote.

Some Members thought that Executive and Shadow Executive Members should be allowed to stand for selection as the Children and Young People's Champion and felt it was unfair to exclude any Members. They were of the opinion that it was a matter for the children and young people to decide who they wanted to elect to represent them. Other Members felt that Executive and Shadow Executive Members should be excluded so that the new Champion would be able to report back to the Executive and Shadow Executive meetings on behalf of children and young people. It was therefore agreed that the wording in Annex 1 to the report (Role description for the Children and Young People's Champion) be amended as per the fifth recommendation set out below.

**RESOLVED:** That the Working Group advise the Executive Member that:

1. Members agree to the process outlined at option 3 of the report with the amendment that ballot boxes be used instead of the ballot papers being collected by teaching staff.
2. Members agree the revised role description for the children and young people's champion as outlined in Paragraph 22 of the report and Appendix 1
3. Members agree to the election rules as outlined in paragraph 23 of the report and Annex 2.

4. Members agree to the election timetable as outlined in paragraph 24 of the report and Annex 3
5. Members agree that any final amendments to the rules, timetable, process and or delivery required be delegated to Officers and the Executive Members and Shadow Executive Members for Youth and Social Inclusion. The following alterations were suggested:
  - That the Wording in paragraph 2 of Annex 1 to the report be amended to read *'The role of the Children and Young People's Champion must be filled by an Elected Member who is preferably not a member of the Executive or Shadow Executive'*. This amendment should be reflected within the 'Children and Young People's Election Rules'.
  - That the work to advertise the election on the YorOK website be delegated to Officers in consultation with the Executive and Shadow Executive Members for Youth and Social Inclusion
  - That the wording in paragraph 12 of Annex 2 be amended to read *'Every effort will be made to ensure as wide spread participation as possible'*.
  - That the wording in paragraph 13 of Annex 2 be amended to *'Ballots will be run through primary, secondary and special schools within the City.'*
  - Officers make effort to ensure that eligible young people attending York College are able to vote.

REASON:

To ensure that:

- the vote is extended to the maximum amount of children and young people at a reasonable cost
- that the role description fits with the new Constitution
- a fair and transparent process for the election of a new Children and Young People's Champion takes place
- that the election of a new Children and Young People's Champion takes place as swiftly as possible.

**12. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT UNDER THE LOCAL GOVERNMENT ACT 1972**

A report entitled 'Draft Involvement Strategy – Update' was accepted by the Chair as an item that he considered urgent under the Local Government Act 1972. This was the last opportunity for Members to comment on the document before it was presented for approval to the YorOk Board.

The report presented Members with a summary of achievements since the adoption of the previous Involvement Strategy in 2004. These were as follows:

- There is an involvement sub group which co-ordinates and prioritises involvement work
- Standards for involvement work have been developed
- Collaborative working and information sharing has increased
- Children, young people and families are more aware of the work of YorOk Children's Trust
- A Children and Young People's Champion has been elected
- Children and young people have been involved in recruiting key positions in the City
- Capacity building and training has been delivered
- A wide range of involvement work has happened involving diverse groups at appropriate levels
- Creative approaches to involvement work have been adopted including using animation, DVD production, big brother diary room and peer research as well as mystery shopping, postcard campaigns, questionnaires and interviews
- Additional resources for involvement work have been secured

**RESOLVED:** Members welcomed the strategy.

**REASON:** In order to take forward involvement work with children, young people and families.

Councillor P Blanchard, Chair  
[The meeting started at 5.00 pm and finished at 5.55 pm].



## Executive

4 December 2007

Report of the Interim Head of Civic, Democratic & Legal Services

## LORD MAYORALTY 2008/2009

### Summary

1. The purpose of this report is to ask the Executive to consider which of the political groups should be invited to appoint the Lord Mayor for the municipal year 2008/2009 and to consider an amendment to the current scheme.

### Background

2. Members will be aware that the system for nominating the Lord Mayor is based on an accumulation of points determined by the number of seats held by each particular group on the Council. The party having the largest cumulative total of points on Lord Mayor's Day each year is invited to nominate the Lord Mayor for the following year. A party loses 47 points when nominating the Lord Mayor. It should be noted that a nominee for Lord Mayor requires at least five years' service as a Councillor. Service on the former District or County Councils also count towards the five years.
3. This current policy agreed by Members at a meeting on the 5<sup>th</sup> January 1996 makes no provision to permit a party which loses all its seats on the Council to hold over any unspent points which may have been accumulated by that party until the party once again wins seats on the Council.
4. Under this current scheme the points system is as follows :

PARTY	POINTS FOR 2007/2008	LOSS FOR LM	POINTS FOR 2008/2009
Labour	18		$18 + 18 = 36$
Lib Dem	34	-47	$34 - 47 + 20 = 7$
Green	8		$8 + 2 = 10$
Conservatives	0		$0 + 7 = 7$

5. The above table shows that the Labour group with a total of 36 points qualify for the Lord Mayoralty in 2008/2009.

- 6 Members may also wish to consider amending the 1996 policy to allow a party which loses all its seats on the City Council to have any accumulated points frozen until seats are once again gained by that party on the council.
- 7 Under this proposed scheme the points system would be as follows:

PARTY	POINTS FOR 2007/2008	LOSS FOR LM	POINTS FOR 2008/2009
Labour	18		$18 + 18 = 36$
Lib Dem	34	-47	$34 - 47 + 20 = 7$
Green	8		$8 + 2 = 10$
Conservatives	21 points carried forward from 2003		$21 + 7 = 28$

- 8 The above table shows that the Labour group with a total of 36 points qualify for the Lord Mayoralty in 2008/2009.

## Consultation

- 9 A draft of this report has been circulated to the political groups for their information.

## Options

### 10 Option 1

To invite the Labour group to nominate the Lord Mayor for 2008/2009 and to amend the current policy to allow a party which loses all its seats on the City Council to have any accumulated points frozen until seats are once again won by that party on the Council.

### Option 2

To invite the Labour Group to nominate the Lord Mayor for 2008/09 and make no amendments to current policy

## Analysis

- 11 Option 1 implements a new process which represents a change in the Council's agreed procedure

Option 2 is in accordance with the agreed procedure.

## **Corporate Priorities**

- 12 The appointment of the Lord Mayor forms part of the Council's civic leadership and assists in the improvement of leadership at all levels to provide clear, consistent direction to the organisation.

## **13 Implications**

- **Financial** – None
- **Human Resources (HR)** – None
- **Equalities** – None
- **Legal** – None
- **Crime and Disorder** – None
- **Information Technology (IT)** – None
- **Property** – None
- **Other** – None

## **Risk Management**

- 14 Failure to properly appoint a Lord Mayor would have a significant impact on the Council's reputation in terms of undertaking its important civic functions.

## **Recommendations**

15. To invite the Labour group to nominate the Lord Mayor for 2008/2009 and to amend the current policy to allow a party which loses all its seats on the City Council to have any accumulated points frozen until seats are once again won by that party on the Council.

Reason: To ensure that the Council secures the necessary leadership to undertake it's civic functions and provides continuity for future selection

**Contact Details**

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**Colin Langley**  
**Interim Head of Civic, Democratic & Legal**  
**Services**

**Report Approved**  **Date** 18<sup>th</sup> October 2007

**Specialist Implications Officer(s)**

None

**Wards Affected:**

**All**

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

**Background Papers:**

Policy and Resources Committee minutes 5<sup>th</sup> January 1996

**Annexes**

None



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**Executive**4<sup>th</sup> December 2007Report of the **Director of Housing and Social Services****Transformation of Transport Services****Purpose of Report**

1. The purpose of this report is to update the Executive on progress to date on the transformation partnership to improve City of York Council internal transport provision, improve service quality and make significant efficiency savings.
2. The report confirms that the project is on course and expected to produce in excess of £800,000 in gross savings over the life of the partnership with annual net savings of over £650,000 after that.

**Background**

3. A review of the community transport arrangements was undertaken between October and December 2006. This work was funded by a grant allocation from Local Government Yorkshire and Humber (LGYH) which was awarded jointly with East Riding of Yorkshire Council.
4. A report produced from the first phase of work, highlighted scope for significant efficiency savings and service improvements by re-organising the way the council operates its transport services for clients of Children's Services and Adult Social Care. The report highlighted some 'quick wins' that would get the performance transformation underway until a procurement exercise could be undertaken to find a long-term partner. The Council had been successful in obtaining grant funding from the Regional Centre of Excellence to improve transport efficiency both in house and in collaboration with the York Hospital Trusts and therefore this funding was used to fund some 'interim' work whilst the Council procured a 'transformation partner' (i.e. not a traditional consultancy arrangement but a partner who would work with the council to achieve real change). The interim work started in January 2007 and finished at the end of March 2007.
5. Following a competitive tendering exercise Kendric Ash (now Northgate Kendric Ash) were appointed as the council's transformation partner for a 30 month contractual period beginning in April 2007. The key aim of this approach is to provide the expertise and capacity to make the changes needed *and* to ensure that the council is able to sustain this improvement after the partnership comes to an end.

### **Area covered by the partnership**

6. The partnership covers the delivery of both contracted and internally provided transport in the following areas:
  - a. Mainstream Home to school transport (primary and secondary)
  - b. Special Educational Needs Transport
  - c. Transport for 'looked after' children, 'share and care' and children in respite care.
  - d. Transport for adults with learning and physical disabilities

### **Governance structure**

7. The main project sponsor is Bill Hodson, Director for Housing and Adult Social Services.
8. Strategic and Operational Steering/Project Boards govern the project a detailed explanation of roles and responsibilities is at Annex 1.

### **Operational Arrangements**

9. The Northgate Kendric Ash (NKA) model is one based on providing additional capacity whilst managing change. In this instance this has included NKA providing a core change management team, of up to 6 staff members, working on site working alongside CYC employees. This additional capacity has centred on:
  - the provision of specialist procurement capacity with particular focus on taxi and bus contractual arrangements,
  - reviewing the internal fleet capacity and optimising utilisation,
  - the creation of an integrated transport function with a clear identity and strong working relationships across Council departments, with external partners as well as developing a robust performance culture within the transport team.
10. On a day-to-day basis Simon Wing is working within the council structure and is acting as the manager of the new integrated HASS/LCCS transport team – York Transport Provision. Managers from both HASS and LCCS support him in management terms on a daily and operational basis. From a project perspective he meets regularly (on a fortnightly) basis with Bill Hodson to discuss any pressing corporate issues, which might need support and action.
11. The long-term aim is to recruit a permanent member of staff to the position of service manager.

### **Key Work streams**

12. **Passenger Transport Framework Agreement.** This was the key piece of work as it sets out the standards required by suppliers and gets them to give their best price. The OJEU procurement process was conducted May – September with the Framework agreement in place by 01/09/07. 33 preferred suppliers were selected to be part of

the framework partnership - a reduction of suppliers from 60. A 'price per mile' approach was adopted which has, to date, secured 20% savings on new routes. The majority of savings will materialize in 2008 with the re-issuing of Special Educational Needs transport for Applefields/Hobmoor Oaks Schools. Operationally we will also have tighter control over performance and quality issues through the agreed quality standards. There are regular quarterly reviews with providers and regular 6 monthly customer surveys and feedback, which will feed into annual reviews with providers.

13. **Home to School transport.** A fresh approach was adopted to procuring school routes. Rather than individually tendering single school routes we are aligning all contracts on a school-by-school basis and then re-tendering all routes on a whole school basis. The first school to go through the process was Tadcaster Grammar School in July 2007. The initial results of the process have been extremely promising. Financially the process has resulted in a £10k a year saving on a like for like provision. The successful company is K&J Travel.
14. From a qualitative perspective through re-routing the number of vehicles being used and accessing the school car park have reduced. The control and management of the contract is much improved as we are now dealing with one point of contact rather than four. During the process bidding companies were asked to provide costed options to include seatbelts, CCTV and more environmentally friendly vehicles. However, given the additional costs (c£30k) to provide these facilities it was decided to award the contract based on a like for like option. It is worth noting that experience from the project to date has indicated that as we adopt this partnership approach to working with bus operators, the benefits of improved EURO emission style engines and the provision of seat-belted vehicles are likely to happen as a matter of course/service development – this as a result of other government/transport sector legislation.
15. Initial feedback from the School is that the new arrangements are very successful and it is proposed that other contracts would be tendered in a similar fashion. A customer satisfaction survey was issued to parents/carers on 12 October 2007 – feedback will be shared with the school/K&J Travel as well as customers and be used to continually improve the service.
16. Next year (2008) Fulford and Manor Secondary School bus contracts are up for renewal. The Strategic Steering Group will adopt a similar approach to procuring these contracts.
17. In addition primary school routes to Archbishop of York's Primary, Bishopthorpe Infants, Poppleton Ousebank Primary School, St Wilfred's RC Primary require re-tendering in 2008. The Strategic Steering group will consider the requirement for seatbelts on these routes and the potential to strategically source a provider in the same way as Tadcaster School bus routes were procured.

18. Members will recall that as part of the Scrutiny report on Home to School Transport (considered by the Executive in 25/4/08) a recommendation was made concerning the installation of seatbelts, CCTV and the use of environmentally friendly engines. The Executive instructed officers to address this issue as part of this review and accepted that it may be necessary to phase in new contract requirements over a period of time to allow for any necessary conversions to be undertaken and for funding sources to be found. As can be seen in paragraph 13 above there are positive signs that these improvements will be delivered as part of the new contractual framework and that some will become standardized rather than being 'add ons' that have to be paid for separately. The Scrutiny Committee were particularly concerned about transport to primary schools and it is understood that the provider for St Mary's Primary has changed the service delivery from being part of a standard bus service to being a dedicated primary school route – with a fully seat-belted vehicle. The project is proposing that all primary routes be aligned and seatbelts stipulated as a core requirement of the service provision.
19. **Applefields School.** A collaborative project between Applefields (SEN) School and the Council to utilize existing school transport to carry pupils to and from school started in September 2007. This has involved the recruitment of 2 drivers and escorts employed on a term time only basis who use two of the existing school minibuses to transport 11 pupils. The school identified the pupils as those children who were most able to accept a change of this nature and who live near each other. The results have been very positive. It has meant that contracts that had previously been awarded to private taxi operators are now being delivered jointly by the School and Council. Prior to the new arrangements commencing all parents/children were met and introduced to the new drivers and escorts. The effort and time to meet with parents/children was very well received and ensured a smooth transition from previous arrangements.
20. **Brunswick Organic Nursery/Greenworks project.** A project to utilize the use of internal fleet vehicles and staff to transport workstep clients to Brunswick Organic Nurseries and Greenworks. This project has resulted in contracts that had previously been awarded to private taxi operators are now being delivered by the internal HASS fleet.
21. **Pool cars.** A number of pool cars are still leased by the council for staff for use in their duties. There is capacity to maximize value for money by using the frameworks agreed by the Office of Government Commerce Buying Solutions and by partnership with other public bodies. This will be pursued whilst an appraisal continues of the changing needs that the move to the new civic centre in 2010 will bring.
22. **Carbon Management.** The project is a core component of the Corporate Carbon Management Program. Initial baseline information collated throughout September has indicated that both the internal fleet and contracted transport contribute to a total SEN/HASS annual mileage of c900,000 miles. Through improved utilization of the internal

fleet, the reduction of taxi usage, use of the 'walking escort scheme', the stipulation for more environmentally friendly engines/and reduced Co2 emissions in all procurement exercises the project has targeted an overall reduction in Co2 emissions of 20% for the life of the project.

### **Outstanding issues**

23. **Dial & Ride.** We want to work in partnership with the Dial & Ride service to make more use of the vehicles and become part of an integrated community transport service. There has recently been positive contact with the York Wheels Management Board meeting on this.

24. **Regional aspects.** Co-operation between regional partners (i.e. East Riding and Yorkshire Ambulance Service) is an important component of the overall project. A collaborative transport group with regional Community Transport representatives from CYC, ERYC, YAS, York Wheels and Goole Community Transport meet on a 3 monthly basis to consider ways in which community transport can be utilized and how organisations can work together in partnership. Key areas of activity to date have been; identifying better ways of working with the potential Criminal Records Bureau portability requirements for drivers and escorts between neighboring authorities and establishing agreed regional common training requirements/standards for community transport drivers and escorts. Initial collaborative working initiatives between CYC and YAS have been established and YAS has been included as a partner on the Taxi Framework. In addition, a pilot scheme of providing vehicles/drivers during peak times for YAS was set up in July. The next collaborative transport meeting is scheduled for January 2008.

25. **Future organisational home for the transport team.** Ensuring that the transport team/operation is sustainable post the end of the project is a key success measure for both Northgate Kendric Ash and CoYC. It is important that transport is housed/located in the most appropriate directorate, which will accurately reflect and support the transport requirements and activities. This is currently being evaluated with the main choice being between a location in a central department supplying support services or in one of the two main departments that use the transport services.

### **Consultation**

26. Contact with unions, staff, service providers, customers and families has been a core element of the project. Consultations have been undertaken with staff, unions, service providers, customers and families prior to any proposed changes and feedback is continually sought.

27. Visits have been made to the homes of all children and families affected by the Applefields School changes. An open evening was held in Applefields School on 16<sup>th</sup> July for all parents to comment on proposed changes.

28. Visits have been made to BON to explain to all clients the new transport arrangements. Two open forum meetings were held on 9<sup>th</sup> and 11<sup>th</sup> June for parents/carers of clients affected by changes.
29. Customer satisfaction surveys have been sent out all parents with children transported to/from Applefields and Tadcaster Schools. All feedback will be analysed and shared with parents/school and operators. It is planned that a full program of satisfaction surveys will be rolled out across all schools throughout the year.

### Financial Position

30. The outturn position for 2006/7 indicates that the combined transport budgets covered by this review were overspent by c£150,000. This is the baseline position against which performance from the partnership will be measured.
31. A table indicating outturn for 2006/7 against budgets for 2007/8 is below;

<b>Transport Project Outturn 06/07 v Budget 07/08</b>		
<b>Department</b>	<b>2006/07 Outturn</b>	<b>2007/8 Budget</b>
<b>LCCS</b>		
SEN Transport		
Danesgate		
Respite & Sharing Care		
Denominational Transport		
SEN Post 16		
YILTS		
Eligible Mainstream Transport		
Discretionary Transport		
Looked After Children		
Section 34		
Section 17		
Staffing		
<b>LCCS Net Expenditure</b>	<b>£2,786,497</b>	<b>£2,690,650</b>
<b>HASS</b>		
Staffing		
Vehicles		
Expenses		
Pool cars		
Taxi expenditure		
<b>HASS Net Expenditure</b>	<b>£783,427</b>	<b>£731,490</b>
<b>CITY STRATEGY</b>		
Dial a Ride		
Pool Cars		
Taxis		
<b>City Strategy Net Expenditure</b>	<b>£113,400</b>	<b>£113,500</b>
<b>Total Baseline Spend</b>	<b>£3,683,324</b>	<b>£3,535,640</b>

32. The key areas of overspend were;
- a. Discretionary Transport - c£60,000

- b. Looked After Children - c£15,000  
 c. SEN Transport - c£24,000

### NKA performance from 1<sup>st</sup> April 2007

33. Detailed below are the key activity areas addressed and actual savings achieved by the project since April 2007 combined with projections for 2008/09 and 2009/10.

Activity Area	2007/08 Savings	2008/09 Potential Savings	2009/10 Potential Savings	Total Potential Savings
Taxi Procurement	£60,000	£244,000	£26,666	<b>£330,666</b>
Home to School Transport	£10,000	£33,333	£7,500	<b>£50,833</b>
SEN School Transport	£25,000	£14,285		<b>£39,285</b>
BON/Greenworks	£38,300	£7,660		<b>£45,960</b>
Whole Fleet Utilisation	£23,000	£30,000	£5,000	<b>£58,000</b>
Eligibility Reviews			£50,000	<b>£50,000</b>
Independent Travel Project			£40,000	<b>£40,000</b>
Fleet review			£33,000	<b>£33,000</b>
Section 19 Fuel rebates			£10,000	<b>£10,000</b>
Early Years Children			£5,000	<b>£5,000</b>
<b>Annual Base Savings</b>	<b>£156,300</b>	<b>£329,278</b>	<b>£177,166</b>	<b>£662,744</b>

34. The savings profile indicates that in Year 1 of the project base savings of £156,300 will be achieved. In Year 2 base savings will be £329,278 and in Year 3 an additional potential saving of £177,166 savings will be realized. Therefore, at the end of the partnership combined annual potential base savings will be £662,744.

35. It is again worth noting that in establishing the financial baseline position it has become evident that transport budgets are overspending by c£150,000.

36. In addition, to the base savings identified above, work is already progressing in other key areas as identified in the original phase 1 review undertaken by NKA. Once fully realized, over the lifetime of the partnership, it is expected that overall savings will be significantly higher than those quoted above. Current estimates indicate that the final gross savings, net of NKA fees will be in excess of £800,000.

37. It is also worth noting that a transformation project of this nature creates fairly lengthy lead times for the improvements to impact and embed themselves across the services. This is reflected in the savings profile with the majority of savings being generated in Years 2/3. As well creating financial savings, the project will have significant qualitative outcomes in terms of customer satisfaction, improved performance, a reduction in vehicle miles and the associated reduction in Co2 emissions.

## **Corporate Priorities**

38. The project reflects many of the council objectives and priorities, and many of the actions related to council objectives and initiatives. Specific links can be made to the following:

### **Outward facing**

- ❑ Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city
- ❑ Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.
- ❑ Improve the use of public and other environmentally friendly modes of transport

### **Improving our organisational effectiveness**

- ❑ Improve efficiency and reduce waste to free up more resources
- ❑ Improve our focus on the needs of customers and residents in designing and providing services
- ❑ Improve the way the Council and its partners work together to deliver better services for the people who live in York

## **39. Other Implications**

### **Human Resources (HR)**

None arising specifically from this report.

### **Equalities**

None arising specifically from this report.

### **Legal**

There are no immediate implications to report.

### **Crime and Disorder**

There are no immediate implications to report.

### **Information Technology (IT)**

None arising specifically from this report.

### **Property**

None arising specifically from this report.

### **Other**

None

## **Risk Management**

40. This is embedded within the project framework and is reported to the Strategic and Operational boards as necessary.

## Recommendations

41. That the Executive notes the progress on this project and comments on the contents of the report.

42. That a further report be brought back to the Executive in 2008.

**Author:**

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York Transport Provision  
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Stephen Morton  
Corporate Finance Manager  
Tel. 01904 551129

**Chief Officer Responsible for the report:**

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19<sup>th</sup>November 2007

Bill Hodson  
Director of Housing and Adult Social Services

**Report Approved**  **Date** 19<sup>th</sup>November 2007

**Specialist Implications Officer(s)**

None

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

**All**

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

**Background Papers: None**

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## Governance Arrangements

### Strategic Steering Group (SSG)

1. The Strategic Steering Group (SSG) oversees the change programme and is made up of representatives from all directorates in the Council that have direct involvement in the programme.

#### Membership

- Chair and main project sponsor - Bill Hodson
- Children Services - Kevin Hall
- Housing Adult Social Services - Anne Bygrave
- City Strategy - Damon Copperthwaite
- Corporate Finance - Stephen Morton
- Northgate Kendric Ash - Martin Cymbal
- Northgate Kendric Ash - Simon Wing

#### Function

2. The SSG: -
  - Is accountable to Council Management Team and the Executive for the overall direction and management of the project;
  - Has responsibility and authority for the project within the remit set by Council Management Team and the Executive;
  - Ensures the objectives of the contract are aligned with Corporate and Service business plans and strategies;
  - Monitor the delivery of the Service Improvement, Financial Improvement and Organisational Improvement Plans.

#### Role

3. The role of the SSG is to:
  - Provide approvals and decisions affecting project progress and delivery throughout the lifetime of the project;
  - Act as the forum for the discussion of issues relevant to the delivery of the project;
  - Monitor Performance;
  - Provide a forum for discussion of the strategic direction and development of the Service;
  - Progress unresolved issues for appropriate resolution and direction;
  - Contribute to the development of the Partnership and its resources.

#### Frequency

4. The Strategic Steering Group meets quarterly.

### Operational Project Board (OPB)

5. The Operational Project Board (OPB) actively manages the operational delivery of the change programme. The Board is made up of operational representatives from all directorates in the Council that will be most influenced by the programme.

#### Membership

- |                                 |   |                      |
|---------------------------------|---|----------------------|
| ○ Chair/Sponsor                 | - | Stephen Morton       |
| ○ Children Services             | - | Mark Ellis           |
| ○ Housing Adult Social Services | - | Richard Douglas      |
| ○ Human Resources               | - | Claire Waind         |
| ○ City Strategy                 | - | Ian Stokes           |
| ○ Procurement                   | - | David Walker         |
| ○ Northgate Kendric Ash         | - | Simon Wing/Ed Harper |

#### Function

6. The OPB: -
- Is responsible to the SSG for the overall delivery and management of the project
  - Ensures that key operational issues are tabled and discussed
  - Is responsible for the delivery of the Service Improvement, Financial Improvement and Organisational Improvement Plans.

#### Role

7. The role of the OPB is to:
- Consider and discuss operational and financial reports from York Transport Provision (the integrated team comprising staff from LCCS and HASS)
  - Agree significant changes to transport provision
  - Agree the monthly project plan
  - Act as the enforcer for agreed actions within departments
  - Ensure departmental compliance to the agreed strategy as directed by SSG

#### Frequency

8. The Operational Project Board meets monthly.



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**Executive**4<sup>th</sup> December 2007

Report of the Director of City Strategy

**REPORT OF THE FUTURE YORK GROUP****Summary**

1. The report seeks to brief Executive on consultation undertaken following receipt of the Future York Group and makes recommendations for the Council, working in partnership with others, to adopt in response to the report.

**Background**

2. The Future York Group was commissioned by the City of York Council to undertake an independent strategic review of the local economy, following a series of announcements regarding job losses in the City. The Group was chaired by Christopher Garnett and was well attended at its meetings by the group members. They received a variety of presentations and background information to enable them to make their conclusions and recommendations. This authoritative report will provide the framework for future actions to be undertaken by the City of York Council and partners with regard to promoting the economic well-being of the City. Their final report was launched on 12<sup>th</sup> June when it was handed over to the City of York Council at a public event at the Mansion House. Copies of the executive summary of the report have been made available to all elected members and the full report has been published on the Council's web-site.

**Consultation**

3. The report effectively entered the public domain on its handover to the Council on 12<sup>th</sup> June 2007 and has been made widely available since then. Comments received on the findings of the Future York Group have been collated and are appended to this report. Copies of the full responses made to the consultation are available on request. In addition, the York Professional Initiative have conducted an on-line survey of businesses and the results of this are also appended to this report. Formal consultation on the report has also taken place through the Without Walls Local Strategic Partnership and its thematic groups. The views of the Economic Development Partnership Board were sought at its meetings held on 19<sup>th</sup> June and 25<sup>th</sup> September. There has also been the opportunity over the summer/autumn period to consult on the findings of the Future York Group report as part of planned consultation for the review of the Sustainable Community Strategy and the Local Development Framework core strategy. This consultation will set a strong and robust strategic framework for future actions in enhancing the economic well-being of the City.

## Options

4. There are a considerable number of recommendations set out in the Future York Group report. A response to each is appended to this report. Members may wish to comment on each response although the analysis set out below deals with the most significant issues arising from the report.

## Analysis

5. This Future York Group is an authoritative analysis of the local economy based upon a wealth of data and presentations given to the group. There has been a process of consultation on the findings of the report has highlighted above. A framework for responding to all the recommendations set out in the Future York Group is appended to this report. Progress with the key recommendations can be summarised in the following:

**VL1: We recommend our vision of the long-term economic future of York to City of York Council and partners, and urge them to adopt it as the plan for future policy and action.**

The York Council has undertaken an extensive consultation exercise following receipt of the Future York Group report. Work has now started on reviewing the Sustainable Community Strategy for York through the Without Walls Local Strategic Partnership. This will form the future vision for York and will be guided by the recommendations set out in the Future York Group report. The revised Sustainable Community Strategy will be in place by April 2008. Members of the Without Walls Board have decided that the review of the Sustainable Community Strategy will work within its current vision for York and therefore it will not seek to amend this; this states that :

“York will make its mark by:

- building confident, creative and inclusive communities
- being a leading environmentally-friendly city
- being at the forefront of innovation and change with a prosperous and thriving economy
- being a world class centre for education and learning for all
- celebrating our historic past whilst creating a successful and thriving future”.

**P1: It is essential that City of York Council re-invigorate the role and membership of its partnerships, to ensure that they are effective in delivering the Future York Vision and the oversight of economic development and place shaping activities. We recommend to businesses and business organisations in the city that they commit themselves to support the new partnership and consultation arrangements, and actively participate in them.**

Members will be aware that the Council has been instrumental in the appointment of Sir Ron Cooke as Chair of the Local Strategic Partnership. In addition, the Economic Development Partnership Board has recognised the need to review its terms of reference and membership; a report will be presented to the next meeting of the Board at the end of November 2007.

**P6: We recommend that City of York Council urgently prepare a Master-plan, reflecting the Future York Vision, to guide development and investment decisions and promote investment.**

The key elements of the Masterplan will be the revised strategic aims and key actions within the Sustainable Community Strategy which will be in place by April 2008 and the Core Strategy of the Local Development Framework, programmed for 2009. In addition, the Council is working closely with Yorkshire Forward and other partners to develop the strategic thinking around connecting the York Northwest site. Work is also underway to examine good practice in masterplanning among other cities.

**E1: We recommend that City of York Council and its partners adopt ambitious plans for the future economy of York, with an aim to double the city's economy by 2026. We ask City of York Council and its partners to create an economy which supports knowledge-led businesses; which develops its tourism and retail industries to achieve higher added value; which promotes financial and professional service activities; and which creates a supportive business environment.**

Yorkshire Forward have identified in their overview of the York economy a number of "key messages" regarding the opportunity for York's economy to grow. Whilst some of these messages are covered elsewhere in the recommendations of the Future York Group report, at the heart of the messages is the need to deliver York's identified brownfield regeneration sites. In particular, York Central and Heslington East are mentioned. Heslington East now has planning permission and is rapidly progressing to a number of detailed applications. York central is now combined with British Sugar's redundant site in planning terms and is known as York Northwest. In order to ensure the smoothest transition of these sites into development, an Area Action plan within the Local Development Framework is underway, which when complete will provide the planning framework and relative certainty for both sites. The Council has committed extra resources to developing the Area Action plan which now means that the plan will be completed in advance of the landowners programme for planning permission and subsequent development. The other important brownfield sites are also moving forward and the Council's recently completed Employment Land review and subsequent Employment Land Allocations policy, again within the emerging Local Development Framework, will ensure the opportunity for regeneration activity is not lost.

The Council will continue to work with other partners, particularly Yorkshire Forward to agree the key priorities for the economic well-being of the City and to incorporate these into the Sustainable Community Strategy, City of York Council strategic objectives (as recently amended by the Executive), and Local Development Framework Core Strategy. Discussions are underway with york-england, Science City York, and the Local Strategic Partnership to plan collectively on this basis, as highlighted in the appended framework for action. In addition, the Council will be working with Yorkshire Forward in the coming months to put in place a programme of prioritised activity to take the economy forward following announcements expected to be made by Yorkshire Forward on their policy priority areas for investment.

The Enterprise and Economy work within the Local Area Agreement will need to consider the recommendations of the Future York Report, as it is revised to be re-submitted to Government Office by June 2008.

Latest projections show the population of the City to grow by 20% by 2029. In addition, the Government has recently published proposed changes to the Regional Spatial

Strategy which are being evaluated by Officers, taking account of the recommendations from the Future York Group report. York North West (York Central and British Sugar sites) are being promoted as growth points within the Leeds City Region a part of the response to this Government initiative.

**E3: We recommend that Science City York continue to be supported as a key programme for the future. We endorse the proposals of Science City York, and of City of York Council, and the University of York for the expansion of innovation activity; for the provision of high quality sites and premises for science based businesses; and for the proposed University of York Developments at Heslington. Science City needs to develop engagement with the wider business community in York in order to leverage the benefits of its nationally recognised status.**

The Council together with the University are the key partners in establishing Science City York as a Company Limited by Guarantee. The Science City York Board are also in the process of establishing an advisory group which will seek to encourage the engagement of a wide section of partners in its work. Science City York has accessed funding through Yorkshire Forward to support business and cluster development. It has also accessed funding through the Northern Way initiative for the Park central project at York Science Park and for the Biological Business centre at the University. Detailed discussions are currently taking place with Yorkshire Forward regarding the remainder of funding available from Northern Way. As this requires to be spent by the end of March 2008 and due to delays in bringing forward development proposals on the Terry's site, an alternative proposal to create a Centre of Excellence in Mass Spectrometry, rivalling centres in Cambridge, Manchester and Scotland, has been proposed and is being evaluated. Yorkshire Forward have indicated that they would still be prepared to support the Digital and Creative Technologies Centre proposed for the Terry's site through their single capital funding pot in the forthcoming financial year.

Heslington East received planning permission for the expansion of the University as the Future York Group report was being launched. The Council is actively engaged in providing advice and support to the University in the implementation of the plans and guidance on the opportunities for financial support through the European Regional Development Fund. The University is intending that Complex X, which will include a centre for business and innovation, will be open in October 2009.

The Council has written to the Prime Minister and the Minister for Science and Innovation on behalf of Future York regarding the enterprise zone-style capital allowance for limited classes of property investment in R&D zones to encourage development. No response has been received as yet.

The Pre Budget Report did outline that overall spending on science was to increase by £900 million through to 2010-11. This is in support of a new PSA target which focuses on increasing R&D and Innovation activity. This also included a commitment to work more closely with higher education establishments.

**E4: We recommend that City of York Council strengthen its tourism partnerships, by having a single tourism partnership organisation, working with the private sector to deliver growth in tourism spend which exceeds Yorkshire Forward's 5% per annum target for the city. The partnership should adopt a plan which aims to deliver transformational enhancements to York's visitor attractions; improvements to**

**accommodation and hospitality provision within the city; and to the quality of the public realm; in order to attract higher added value in the tourism sector, and strengthen the city's function as a tourism gateway to the wider region. This is likely to require a creative approach to securing the necessary funding which involves both the public and private sector, and the lobbying of Government for financial assistance.**

The move to a new structure for the tourism partnership will provide a united focus to the development of the visitor economy. York achieved 6.8% last year against the Yorkshire Forward annual growth target of 5%, but the challenge for the new partnership is to do even better. The Council has been instrumental in the establishment of the new partnership and will be determining its representation at the meeting of Council on 29<sup>th</sup> November 2007. It is also proposed to present a further report to the Executive in December regarding a funding issues and a service level agreement between the Council and the new tourism partnership. Plans are therefore well advanced for the creation of a Single Tourism Organisation in York by April 2008. A new independent Chair and Directors have recently been appointed, and will seek to build on the work of First Stop York in such areas as marketing and promotion, development of the quality of the product, improved market intelligence and better visitor information, whilst at the same time safeguarding and ultimately growing the scale of private and public investment in tourism activity. It is intended that the Board will be in place in shadow form from December 2007.

Opportunities around High Speed 1 commencing operation on 14<sup>th</sup> November, will open up new marketing opportunities for York, both leisure and business travel.

Also the 2012 games offers an opportunity for York and North Yorkshire to benefit from visitors who will not want to be in London when the games are on and instead of travelling to Europe they could be attracted to Yorkshire. There is an opportunity to exhibit in Beijing next year and showcase York and North Yorkshire. Yorkshire Culture is leading this work and planning on this activity will be done over the next few months.

**E5: We recommend that City of York Council work closely with key business sectors, particularly manufacturing and financial services, to better understand their needs; to create appropriate conditions both for their continuing success within the city; and to foster growth opportunities.**

Officers have also met with Yorkshire Forward and york-england.com and the framework of key account management in the City has been reviewed and revised. Major employers will have a key contact within the Council at a senior level. Other businesses will be covered with regular visits using officers from the Council, Yorkshire Forward and york-england.com. The object of these contacts is to get a much better understanding of business needs and a more responsive public sector approach. In particular, information on future employment needs will be fed into the City's skills strategy to ensure both the best employment opportunity for the City's residents and that businesses have available the necessary skilled workforce.

Current engagement with Leeds City Region will assist in further development of the financial and business sector in York.

**S1: We recommend that City of York Council work with Business and other key partners, and support the work of Learning City York in analysing the city's skills needs and the spatial mismatches between labour demand and supply. This will enable more specific targeted policy responses to be developed.**

Early discussions have taken place with the Learning and Skills Council to consider existing strategies including the Adult Skills Strategy and 14-19 Strategy for Education and Training. Changes as a result of the Government's Sub National Review moving the 14-19 agenda to the local authorities mean that existing activity and the Lifelong Learning Partnership for York will require further review. This matter will be considered further at the December meeting of the Lifelong Learning Partnership. It is intended that any revisions to the Adult Skills Strategy and the 14-19 Strategy for Education and Training taking account of the Future York Group report will be in place by April 2008.

A report was provided to the Economic Development Partnership Board, setting out details of the Adults Skills Strategy and advising that work is on-going to identify potential gaps. Work is continuing to ensure that the Skills Strategy and Future York Report are aligned. Closer working between the Economic Development Partnership Board and the Learning City Partnership is being encouraged. A report will be presented to the next meeting of the Economic Development Partnership Board reviewing membership and terms of reference for this Partnership – this will strengthen the links between economic development and skills strategies.

**S7: We recommend that City of York Council work with key partners and relevant stakeholders to ensure that the disparity in income in the city does not widen as the economy expands. Positive action must be taken to ensure that as many residents and employees as possible can benefit from the new economic opportunities.**

It is important that the Council works to develop activity to ensure that people from the deprived communities in York have the opportunity to access jobs and that young people in the areas have the chance to broaden their horizons through a better range of work experience opportunities for them in the city. A proposal to address adult worklessness has been developed and is being led by Future Prospects, working in partnership with others. This seeks to target support to specific groups and geographical areas within the City. The proposal is currently seeking funding, predominately through the European Social Fund, and if successful will be implemented from April 2008 onwards.

The Future York Group report highlighted that in order for the City to reach its economic potential, specific deprivation issues need to be addressed alongside skills and educational development. Corporate Management Team has considered developing approaches toward neighbourhood management and this will be presented to the Executive in January 2008.

**In1: We ask City of York Council to provide the additional resources needed to ensure that the Local Development Framework is adopted by 2009, so that a strong and statutory planning framework is in place to support and guide future economic development, housing and transport infrastructure requirements.**

A programme of action has been developed, balancing quality of production against time in order to make sure the LDF meets the required standard. It is now expected that the LDF Core Strategy will be adopted by 2009, as recommended in the Future York Group report.

**In5: We urge City of York Council to work with neighbouring authorities and with regional partners to ensure the adoption of a supportive and consistent economic development, employment, land, housing and transport strategy across the sub-region.**

Currently work is going on around Leeds City Region Development Programme and City of York Council is engaged with this. City of York Council are also still active members of the York and North Yorkshire Partnership taking forward the priorities for the next period of Investment Planning and connecting York to the wider sub-region. A plan of engagement with the Leeds City Region is currently being developed and will be reported to the Executive in January 2008.

**In6: We recommend to City of York Council that sufficient and appropriate housing (partly affordable and family housing, both of which are currently in short supply in the city) is allocated in the LDF to support the economic and social development objectives of the city and be consistent with our economic and employment proposals**

The City has recently been allocated in the final draft Regional Spatial Strategy a higher housing figure of 850 dwellings per annum from 2008 until 2026. As a result of this York has bid to become a New Growth Point on the York Northwest site which could mean, if successful, money would be available to help fund significant infrastructure costs of developing this site. In addition, the City has recently completed its Housing market Assessment which will identify the need for family houses and will enable the Council to defend its position in subsequent housing planning applications.

**In12: We recommend that City of York council be pro-active in working with regional partners to:**

- i) Secure the necessary funds to allow for the dualling of the city's northern ring road**
- ii) Make the required connectivity improvements to at least one of the three regional airports to allow a maximum forty-five minute transfer time from the city. In addition to benefiting York this would develop international access across the region, which would significantly develop Yorkshire and Humber's competitiveness in the global knowledge economy.**
- iii) Investigate options and funding mechanisms to improve sustainable public transport links to neighbouring towns and cities.**

The Council has written to the Minister for the region, Caroline Flint, regarding the ring road. The council are also discussing with Peel the operators of Robin Hood Airport links to York. The Council is also planning to submit a proposal to the Regional Transport board when it reviews its 10 year Regional Transport Programme in Spring 2008. This is a very important and necessary step in getting the proposal into the programme thus allowing a Major Scheme bid to be made to the Department of Transport for funding of the necessary Northern Ring Road improvements.

6. Whilst considerable progress is being made to implement the recommendations arising from the Future York Group report, the attached framework will be used to ensure action continues to be made and that progress continues to be monitored. Since the Future York Group report was produced, the Government has announced

its Comprehensive Spending Review (CSR) and the sub-national review of economic development and regeneration. This sets out plans to refocus powers, responsibilities and accountabilities of the Regional Development Agencies and proposes new responsibilities for local authorities, including a statutory responsibility for economic development and the 14-19 education agenda (refer S1). These changes will provide a very positive opportunity for City of York Council to work with partners to respond to the recommendations set out in the Future York Group report.

7. Council has asked for further work to be undertaken on the environmental implications of the Future York Group report. This has been undertaken by the Sustainability team within City Strategy and further information is appended to this report. These considerations will need to be taken forward as the Sustainable Community Strategy for the City is developed.

### **Corporate Priorities**

8. The Future York Group report relates to the following objectives for the Council, the Economic Development Service Plan and the LSP Without Walls initiatives.
  - \* The “Thriving City” theme of the WOW Community Plan has the following strategic objective:

“To support the progress and success of York’s existing businesses and to encourage new enterprises in order to maintain a prosperous and flourishing economy that will sustain high employment rates.”
  - \* The Council’s corporate strategy identifies a number of priorities relevant to the Future York Group report:
    - Increase people’s skills and knowledge to improve future employment prospects.
    - Improve the prosperity of residents with a focus on minimising income differentials.
    - Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.
    - Improve the way the Council and its partners work together to deliver better services for the people who live in York.

### **Implications**

9. Financial: Progress on the Future York Group report has been undertaken to date using existing resources within the Council. There remain some key areas for the Council to develop in response to the Future York Group if the City is to fully realise its economic development potential. These include additional efforts to stimulate and develop the economy, further engagement with business, and ensuring that as many residents as possible benefit from proposals to develop the local economy. There may therefore be direct financial implications for the City of York Council in

responding to the findings of the Future York Group report and these will be considered as part of the budget setting process of the Council and as part of any future reports to the Executive or EMAP.

- 10. Human resources: None
- 11. Equalities: None
- 12. Legal: None
- 13. Crime and Disorder: None
- 14. Information Technology: None
- 15. Property: None

### **Risk Management**

- 16.. In compliance with the council's risk management strategy. There are no risks associated with the recommendations of this report.

### **Recommendation**

- 17.. The Executive is requested to agree the actions set out in paragraph 5 above and in the appended framework as a response to the Future York Group report.

Reason: To help shape the effectiveness of future action.

### **Contact Details**

**Author:**

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Phone No: 01904 551614

**Chief Officer Responsible for the report:**

Bill Woolley  
Director of City Strategy

Report Approved  Date

**Wards Affected:**

All

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

**Background Papers:** The Future York Group report – an independent strategic review of the York economy, June 2007

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## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 2: THE ECONOMY AND BUSINESS

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
E1: We recommend that City of York Council and its partners adopt ambitious plans for the future economy of York, with an aim to double the city's economy by 2026. We ask City of York Council and its partners to create an economy which supports knowledge-led businesses; which develops its tourism industry to achieve higher added value; which promotes financial and professional service activities; and which creates a supportive business environment.	CYC in partnership with other key organisations including LSP, LLP, CCP, EDPB, york-england, YPI, SCY, FSY.	<p>Consider and adopt the vision and strategic goals, depending upon outcomes of further consultation and analysis.</p> <p>Link to LSP Sustainable Community Strategy, CYC Strategic Plan and LDF core strategy.</p> <p>Joint consultation on the Sustainable Community Strategy and LDF core strategy to take place in September/October alongside consultation on the Future York Group report.</p>	<p>Through:</p> <ol style="list-style-type: none"> <li>1. Revised Sustainable Community Strategy;</li> <li>2. Incorporation into CYC strategic objectives;</li> <li>3. Development of LDF core strategy;</li> <li>4. Co-ordinated proposals for Yorkshire Forward support.</li> </ol>	<p>HIGH</p> <p>April 2008</p> <p>Review of Corporate Priorities agreed by Executive</p> <p>Preferred options for LDF core strategy to be agreed by April 2008.</p> <p>Yorkshire Forward priorities to be launched November 2007.</p>
E2: We recommend that City of York Council adopt a formal procedure for contacting key businesses within the city to discuss their needs, perhaps expanding on the current Key Account Management arrangements with the largest businesses. We further recommend that City of York Council develops streamlined communication and consultation channels with business and that a climate of cooperation is extended to both existing	<p>CYC with york-england, Business Link, Yorkshire Forward</p> <p>Will require CYC commitment at the highest</p>	<p>Structured high level meetings with key officers/members, co-ordinated with existing partner activities.</p>	<p>Identification of businesses and development of a regular programme of contacts, following principles of key account management.</p> <p>Need to look at funding issues – i.e. co-ordination of delivery and feedback, commitment to resolve issues for the client.</p>	<p>HIGH</p> <p>December 2007</p>

organisations and potential investors.	level – chief officers, managers.			
<p>E3: We recommend that Science City York continue to be supported as a key programme for the future. We endorse the proposals of Science City York, and of City of York Council, and the University of York for the expansion of innovation activity, for the provision of high quality sites and premises for science-based businesses, and for the proposed University of York developments at Heslington. Science City also needs to develop engagement with the wider business community in York in order to leverage the benefits of its nationally recognised status.</p>	<p>CYC with SCY, YPI, the Universities, EDPB, YF</p>	<p>Development of proposals through the formation of a business plan for the Company Limited by Guarantee.</p>	<p>Funding for the long term needs to be identified through the SRIP, European initiatives, Leeds City region, and Yorkshire Forward.</p> <p>Also, need to continue to lobby for Central Government response to the Treasury paper submitted by SCY for the Comprehensive Spending Review 07.</p>	<p>HIGH December 2007</p>
<p>E4: We recommend that City of York Council strengthen its tourism partnership, by having a tourism partnership organisation, working with the private sector to deliver growth in tourism spend which exceeds Yorkshire Forward’s 5% per annum target for the city. The partnership should adopt a plan which aims to deliver transformational enhancements to York’s visitor attractions; improvements to accommodation and hospitality provision within the city; and to the quality of the public realm, in order to attract higher added value in the tourism sector, and strengthen the city’s function as a tourism gateway to the region. This is likely to require a creative approach to securing the necessary funding which involves both the public and private sector, and the lobbying of government for financial assistance.</p>	<p>CYC with the new Single Tourism Organisation for York, taking account of the existing Tourism Strategy and Action Plan.</p> <p>Links also to Yorkshire Tourist Board, YF support, and the City Centre Partnership.</p>	<p>Strengthening of partnership working on tourism in York in support of the Tourism Strategy and Action Plan.</p> <p>Formation of the new Company Limited by Guarantee for taking forward the Single Tourism Organisation for York will require the development of a business plan to support the strategic objectives set for the company..</p>	<ol style="list-style-type: none"> <li>1. Development of business plan;</li> <li>2. Continuation of actions to support the Tourism Strategy;</li> <li>3. Additional and continued support for a phased and prioritised programme of tourism product development, place-shaping and marketing proposals from CYC, tourism members and Yorkshire Forward.</li> </ol>	<p>HIGH April 2008</p>

<p>E5: We recommend that City of York Council work closely with key business sectors, particularly manufacturing and financial services, to better understand their needs; to create appropriate conditions both for their continuing success within the city; and to foster future growth opportunities.</p>	<p>See E1/E2 – issue of high level CEO involvement with business implies direct Council engagement – otherwise use partnerships such as SCY, Business Link YPI</p>	<p>Need to consider scope for further cluster development, to build upon the successful programme developed through SCY.</p>	<ol style="list-style-type: none"> <li>1. Continuation of SCY cluster work;</li> <li>2. Examine the scope to develop the financial and business sector further in York, linked to proposals being developed through Leeds City region.</li> </ol>	<p>MEDIUM</p> <p>Spring/Summer 2008</p>
<p>E6: We recommend that the council conduct an analysis of the primary factors which both attract and dissuade companies from choosing York as a business location.</p>	<p>CYC with york-england, SCY, Yorkshire Forward Business Link and others</p>	<p>Liaise with york-england, SCY and Yorkshire Forward to carry out research into potential inward investment decision making.</p>	<p>Research work leading to a programme of action to support inward investment, building upon the strengths and objectives for the City.</p>	<p>HIGH</p> <p>December 2007 onwards</p>
<p>E7: We recommend that City of York Council works closely with Yorkshire Forward and Science City York to develop an effective inward investment programme to support its aspirations.</p>	<p>As E6 above</p>	<p>As E6 above</p>	<p>As E6 above</p>	<p>As E6 above</p>
<p>E8: We recommend that City of York Council engage fully with the Leeds City Region and play an active leadership role in its development. We recommend that City of York Council be pro-active in shaping both regional and city-regional agendas, and argue for the investment priorities that will help</p>	<p>CYC with Leeds City Region.</p>	<p>Need for a cross-Council, corporate approach, also involving SCY and the Single Tourism Organisation.</p>	<p>Involvement in Leeds City Region structures and support for the development of the LCR business plan.</p>	<p>HIGH</p> <p>December 2007</p>

shape York's long-term economic future.				
E9: We recommend that City of York Council develop appropriate mechanisms to support local businesses in engaging in overseas trade and capitalising on York's internationally recognised brand name.	CYC with YSMBAC, Business Link, Chamber, DTI (UKTI) and SCY	Will require further discussion with the new provider of Business Link services	Programme of local action to be developed with Business Link	MEDIUM April 2008
E10: We recommend that City of York Council delivers a programme to challenge the perception of high unit labour costs in York.	CYC with york-england, Yorkshire Forward and employers	To incorporate into E6 above	To incorporate into E6 above	To incorporate into E6 above

## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 3: SKILLS AND INCLUSION

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
<p>S1: We recommend that City of York Council work with business and other key partners, and support the work of Learning City York, in analysing the city's skills needs and the spatial mismatches between labour demand and supply. This will enable more specific targeted policy responses to be developed.</p>	<p>Learning City York and its partners – LA, LSC, providers, agencies etc</p>	<p>Strategies &amp; infrastructures already in place to build on:</p> <ul style="list-style-type: none"> <li>• Adult Skills Strategy</li> <li>• 14-19 Strategy for Education &amp; Training</li> </ul> <p>Both strategies need to review progress in light of Future York report and, given new national policies and ministerial changes, there is a need to review the role, responsibility and funding of the Learning City (York's Lifelong Learning Partnership).</p> <p>Currently, the LSC leads on the remit for and funding of adult skills (post-16), with the exception of Higher Education. One of the biggest risks of the new ministerial changes is that by separating 14-19 funding from adult and HE (with commissioning responsibility for 16-19, as well as pre-16 transferring to the LA), the benefits of</p>	<p>Through existing infrastructures</p>	<p>HIGH</p> <p>Annually (with interim progress reports)</p> <p>Review of Partnership Autumn 2007</p> <p>Revised Adult Skills and 14-19 Strategies to be in place by April 2008</p>

		<p>education working across all ages is lost. There's also a risk of losing the benefits and contributions of FE, work-based learning and apprenticeships (all identified as critical to the future of the UK economy by Leitch). Conversely, there is an opportunity to strengthen Learning Partnership arrangements in the city for education, training and skills (14-19 and adult) to ensure that the generic skills issues that we need to tackle across all ages are cohered and the learner journey is seamless.</p>		
<p>S2: It is essential that all of the city's residents are given the opportunity to develop basic employability skills. We encourage schools, colleges, NYBEP, the LSC and Learning City York to work together to develop this guarantee. We recommend that, given the importance of creativity, enterprise and innovation to York's economic success, partners should work together to ensure these skills are also developed among young people. In addition, we recommend that education providers involve local employers in promoting the qualities that employers are seeking to young people. Employers should be encouraged to participate in these activities.</p>	<p>14-19 Partnership (NYBEP &amp; schools)</p> <p>14-19 Partnership / Children's Trust joint initiative?</p>	<p><b>Employability skills (inc. Creativity, enterprise &amp; innovation)</b> – already picked up through 14-19 Strategy and work that NYBEP is leading on to embed 6 key work-readiness skills within the curriculum. These 6 key employability skills were identified by the Business Forum (group of large local employers who meet with NYBEP to support Business Education Links)</p> <p><b>Young York Award</b> concept - Develop a framework that will formally credit the</p>	<p>Work-readiness pilots within schools across the city</p> <p>Need to cohere the work of V, Youth Service &amp; NYBEP work readiness pilots within a new framework. Need to identify the funding to support the</p>	<p>HIGH</p> <p>On-going</p> <p>14-19 Priority for 2007/08</p>

	<p>14-19 Partnership</p>	<p>transferable 'life/work' skills that young people acquire through their contribution to society, community participation and volunteering, as well as their programme of education or training</p> <p><b>Note:</b> Adult Employability skills, &amp; recognising/accrediting transferable 'work' skills from different aspects of a person's life, is being picked up through the worklessness programme proposal.</p> <p><b>Employer Engagement Strategy 14-19</b> – being developed to underpin the city-wide 14-19 needs for curriculum developments, information advice &amp; guidance / careers education, NEETs strategy and workforce development. NYBEP (on behalf of Learning City) are currently conducting a survey with employers and education / training providers to audit both existing and potential future employer involvement.</p> <p><b>Note:</b> Need to cohere the 14-19 Strategy with other</p>	<p>development.</p>	
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		emerging Employer Engagement strategies for Adult skills; key account management concept etc. – CYC to take a lead?		
S3: We recommend that the scale and impact of Further and Higher Education in the city be increased, ensuring that the expansion and diversification of learning opportunities are central to increasing economic activity and broadening cultural life.	Higher York and CYC	<p>Development of proposals for Heslington East (University of York), York St.Johns and York College</p> <p>Currently, the LSC leads on the remit for and funding of adult skills (post-16), with the exception of Higher Education (led by HEFCE). <b>See S1</b></p> <p>York College commissioned a report on the economic impact of the college to the local economy is due out end Dec 2007.</p> <p>Need to better cohere the work of Learning City &amp; Higher York.</p>	York College and York St Johns developments under way; further detailed planning applications expected for Heslington East following Secretary of State`s approval.	<p>HIGH</p> <p>Now awaiting submission of further applications from University of York for Heslington East – aim for site to be operational by October 2009</p>
S4: We recommend that City of York Council support the work of Learning City York, and work with partners, including employers at Science City York to increase the proportion of the workforce with technical skills. We also recommend that more opportunities be developed for graduate placements with relevant employers, to facilitate a greater number of opportunities for both employers and graduates to transfer knowledge and	Learning City, SCY & HE	<p>Picked up within the Adult Skills Strategy – however, need to further develop a specific Science City Skills Strategy for each sector that will underpin the Adult Skills strategy.</p> <p>Need to focus on specific strands of activity for</p>	More multi-agency sector specific initiatives, such as the SRAP funded Creative Opportunities programme that addressed ‘technical skills’, ‘business skills’ and ‘inspirational’ activities for different client groups ie: adult community, graduates, aspiring entrepreneurs,	<p>HIGH</p> <p>Following review of the Adult Skills Strategy, April 2008</p>

skills.		graduates.	<p>(Learning City managed, working with Science City, Higher York, Future Prospects, York College)</p> <p>Developed / co-ordinated by the new SCY Skills Co-ordinator through the Science City Skills Committee &amp; Learning City networks.</p> <p>Yorkshire Forward Higher Level Skills funding should help to support this area. <b>Note:</b> It's all gone quiet on the commissioning / procurement process.</p>	
S5: Innovation and entrepreneurship are vital in sustaining competitive city economies. We recommend that City of York Council and key partners develop a more proactive approach to the development of an entrepreneurial workforce	Enterprise Cafe – Business Link lead working with Learning City and other partners across the sub-region	<p><b>Entrepreneurship for young People (16-30)</b> – Business Link has set up an Enterprise Cafe group to develop an action plan to address key priorities that will help to stimulate entrepreneurship activity and inspire young people, 16-30. The ad-hoc group (supported by Peter Ide at Yorkshire Forward) includes Learning City, Future Prospects, NYBEP, University of York. Now that 9 key priorities have been agreed by the group – it's important to share these plans with wider stakeholders (inc. CYC) to ensure that the</p>	<p>Share plans with wider stakeholders &amp; align developments with other activities, inc. 14-19 &amp; Adult Strategies</p> <p>Potential opportunity to draw down ESF to support development plans</p>	HIGH 2007/08

		<p>work coheres appropriately (See attached)</p> <p>Also links to the emerging Employer Engagement Strategies through 14-19 &amp; Adult Skills</p>		
<p>S6: We recommend that in addressing each of the above recommendations, City of York Council engage fully with local businesses</p>	<p>Relates to key account holders section – see E1, E2</p>	<p>Links back to:</p> <ul style="list-style-type: none"> <li>• Key account management concept</li> </ul> <p>Employer engagement strategies</p> <p>NB need to avoid cynicism by employers re: “initiative fatigue”</p>		<p>HIGH</p> <p>See E1/E2 above</p>
<p>S7: We recommend that City of York Council work with key partners and relevant stakeholders to ensure that the disparity in incomes within the city does not widen as the economy expands. Positive action is taken to ensure that as many residents and employees as possible can benefit from new economic opportunities.</p>	<p>CYC with LLP, Future Prospects, York Training Centre, CVS, Jobcentre. Welfare Benefits Unit, Jobcentre +</p> <p>Also SCY with public understanding of science aim</p>	<p>Development of programme to tackle “worklessness” focussed on most disadvantaged areas within the City</p> <p>Links back to Adult Skills Strategy &amp; the worklessness issue.</p> <p>Worklessness programme proposal – aligned to SRIP; potential ESF funding opportunities, etc. – will engage with employers to provide intermediate labour market opportunities</p>	<p>Programme of activity to be funded via SRIP and ESF</p>	<p>HIGH</p> <p>3 – 5 yr programme 2007 – 10 – 13</p> <p>Application to be submitted early 2008</p>

<p>S8: We recommend that City of York Council consider the application of a local employment provision clause to major developments where appropriate. This would ensure that residents from deprived communities gain access to employment opportunities.</p>	<p>CYC Planning (S106).</p>	<p>Policy to be considered as part of the LDF policies and proposals. Potential link to Future Prospects to assist with any implementation.</p> <p>Examine good practice elsewhere, eg good model in Sheffield – should support opportunities for young people &amp; adults</p> <p><b>Note:</b> York Youth Build development</p>	<p>Through consideration as part of the LDF Core Strategy, Development Control Policies Plan and the Area Action Plans for York Northwest and the City Centre. Consideration also to be given to preparing supplementary planning guidance to set out how such a policy could be implemented.</p>	<p>MEDIUM</p> <p>Adopt the LDF Core Strategy by 2009 and the other LDF documents in 2010</p>
<p>S9: We recommend that City of York Council, in collaboration with relevant partners and other stakeholders, develop a targeted strategic response to economic inclusion in the city's most deprived areas. This should maximise the contribution of learning to social cohesion, local regeneration and economic growth.</p>	<p>CYC with LLP, Connexions, CVS, FP, Jobcentre +, LSC, Employers</p>	<p>See S7 above.</p> <p>Flags up the importance of working with the Social Inclusion Partnership &amp; the vol/com sector.</p> <p>Worklessness Programme Proposal</p>		
<p>S10: We recommend that the local authority work with its partners to respond to the needs of individuals, families, communities and employers in addressing worklessness and social exclusion.</p>	<p>See S7 above</p>	<p>See S7 above</p>		
<p>S11: We recommend that City of York Council conduct an analysis of the destinations of employees made redundant from British Sugar, Nestlé and Norwich union in 2006. We urge the employers involved to co-operate in this study in the interests of creating better</p>	<p>CYC with FP, employees and whichever outplacement agency was</p>	<p>Research proposal to be developed</p>	<p>Further discussions to be held with Yorkshire Forward who have expressed an interest in being involved with this project</p>	<p>HIGH</p> <p>December 2007</p>

support mechanisms for local workers.	used by these firms			
S12: We recommend that City of York Council make representations to Central Government for the application of greater freedoms and flexibilities in implementing support programmes to bring people into employment	CYC and MPs; also enlist support from local businesses and communities	Lobbying of central government to be undertaken	To be considered further by the Learning City York partnership	

## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 4: INFRASTRUCTURE AND CHALLENGES FOR CHANGE

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
In1: We ask City of York Council to provide the additional resources needed to ensure that the Local Development Framework is adopted by 2009, so that a strong and statutory planning framework is in place to support and guide future economic development, housing and transport infrastructure requirements.	CYC	Programme of action to be developed, balancing quality of production against time in order to make sure the LDF meets the required standards.	<p>Programme will require additional resources and staffing.</p> <p>Report to be prepared on the scope for acceleration whilst noting that key elements of the LDF process are fixed (eg a three stage process, each subject to public consultation). The timescale is already tight, with three years the norm for LDF documents. The key means to accelerate the LDF process will be to consider: 1. twin tracking the policy development and sustainability process; 2. additional staff to speed up the analysis of consultation responses and the document drafting stages; 3. reviewing procedures for Member involvement and approval; 4. assume a shorter time to receive the Inspectors report after public examination.</p>	<p>HIGH</p> <p>Programme to be developed and reported to Members in Autumn 2007, with recommendations and budget proposals to support this.</p>
In2: We recommend that City of York Council as Local Planning Authority presents a supportive approach to economic development proposals, including providing a	CYC	Programme of action to be developed, taking account of review report requested as	Likely to require additional resources and staffing to support pre-application	<p>HIGH</p> <p>Programme to be developed by</p>

<p>'key contact' for each scheme and taking an integrated 'development team' approach to major proposals.</p>		<p>part of the party protocol.</p>	<p>negotiations</p>	<p>December 2007</p>
<p>In3: We urge City of York Council to ensure that the Local Development Framework and its Core Strategy fully reflect the Future York Vision recommended elsewhere in this report.</p>	<p>CYC</p>	<p>See VL1/E1</p>		<p>HIGH April 2008</p>
<p>In4: We ask City of York Council to recognise the need for the employment approach in the Regional Spatial Strategy to be supportive of the city's economic development objectives, particularly in terms of the employment growth projections and land requirements identified. The council and its key partners should make strong representations on this if the Inspectors Report is not supportive of this approach.</p>	<p>CYC</p>	<p>RSS Panel recommendations now received and the Government Office have now published proposed changes taking account of the Panel report and all representations received. This is currently subject to consultation.</p>	<p>To report to Members by the end of the consultation period on the implications of the proposed changes for York and the need to make for any further representations.  The findings of the LDF York Employment land review will be used to support our approach.</p>	<p>HIGH April 2008</p>
<p>In5: We urge City of York Council to work with neighbouring authorities to ensure a supportive and consistent economic development, employment, land, housing and transport strategy across the sub-region and region.</p>	<p>CYC with counterparts in the Leeds CR, the LSP also other agencies with a wider brief than York: SCY, LSC etc</p>	<p>Further work on the Leeds City Region development programme, taking account of the implications emerging from the Government's sub-national review of economic development and regeneration. Consideration to be given to commissioning a study of York and its hinterland to identify the future housing and employment growth scenarios and the transport implications of these.</p>	<p>Need to build upon existing interfaces through the Leeds City region, Investment Planning and direct contact with Yorkshire Forward</p>	<p>MEDIUM April 2008  Greater York study – summer 2008</p>

<p>In6: We recommend to City of York Council that sufficient and appropriate housing (particularly affordable and family housing, both of which are currently in short supply in the city), is allocated in the LDF to support the economic and social development objectives of the city and be consistent with our economic and employment proposals.</p>	<p>CYC through Housing and Adult Social Services working on conjunction with Planning</p>	<p>Development of LDF proposals to take account of the RSS recommendations, housing need assessments and recognition of a sub-regional approach, taking into account the capacity of the City to grow.</p>	<p>LDF policies and proposals.  The joint city-wide consultation on the review of the Sustainable Community Strategy and the LDF Core Strategy is considering appropriate levels of housing growth and how this should be linked to economic growth. The response to the RSS proposed changes and the development of LDF policies and proposals will take into account the recommendations of the Future York Group report and the feedback from the public consultation on the Sustainable Community Strategy review and the LDF Core Strategy.</p>	<p>HIGH  April 2008</p>
<p>In7: We urge City of York Council to ensure that, in setting the long term Green Belt boundary for York, the development needs of the city are provided for; recognising the need to protect the special character of York and the need for sustainably located development.</p>	<p>CYC</p>	<p>Development of LDF Core Strategy and the Allocations document will take into account the need to accommodate land for housing, employment and other uses to 2029 in setting the long term Green Belt boundary for York.</p>	<p>LDF policies and proposals – Green belt issues are being considered as a key issue in the Core Strategy document.</p>	<p>HIGH  April 2008</p>
<p>In8: We recommend that the potential of the creative industries should be better exploited to help broaden the York economy, support its tourism and city centre retail role and retain graduates and attract a younger population. We recognise that this requires</p>	<p>CYC with SCY, EDG, Universities, Business Link, Ecocentre,</p>	<p>Further work required to bring partners together to develop a programme of action to support the potential of creative industries</p>	<p>Programme of action working in partnership</p>	<p>MEDIUM  April 2008</p>

support for appropriate sites and premises as well as a business support infrastructure.	FP, Arts and Culture			
In9: We urge City of York Council to ensure that all new development is guided by principles of high quality design; enhances the sense of place; and creates sustainable developments.	CYC	Development of a “place-shaping” agenda within the City building upon the principles of high quality design. The LDF will include key policies on quality of design and sustainability; the Area Action Plans for York Northwest and the City Centre will also embody these principles.	<ol style="list-style-type: none"> <li>1. Specific projects, eg work around the Minster;</li> <li>2. Development of a place-shaping programme to support the tourism and cultural offer in York, to be funded in part through YF investment planning.</li> <li>3. Through ensuring new development conforms with the Development Briefs for key sites.</li> <li>4. Through using the Council’s Sustainable Design and Construction Planning Guidance to assess planning applications.</li> </ol>	HIGH Autumn 2007
In10: We recommend that City of York Council ensures that a sufficient amount and quality of employment land is allocated in the Local Development Framework to give choice, and to support the city's economic development aspirations. This should be informed by the up-to-date reviews of supply and demand; should support the ‘transformational’ economic agenda for York set out elsewhere in this report; and should	CYC with SCY, agents and developers (York Property Forum), york-england	<p>Work ongoing as part of building the evidence base to support the LDF.</p> <p>Segal Quince Wickstead commissioned to produce employment land study, review supply and demand taking account of employment projections and the need to</p>	LDF policies and proposals	HIGH April 2008

reflect the needs of all business sectors.		provide choice in the market.		
In11: We recommend that City of York Council develops a managed programme to bring forward the supply of employment land and premises of varied kinds, consistent with developing demand; and recommend that this would be facilitated by continuing and regular consultation with the development community.	As IN10 above	Development of a managed programme to bring forward the supply of employment land following LDF proposals	Through closer working with land owners and property developers	MEDIUM Summer 2008 onwards
In12: We recommend that City of York Council be pro active in working with regional partners to: i) Secure the necessary funds to allow for dualling of the city's northern outer ring road ii) Make the required connectivity improvements to at least one of the three regional airports to allow a maximum forty-five minute transfer time from the city. In addition to benefiting York, this would significantly develop international access across the region, which would in turn develop Yorkshire & Humber's competitiveness in the global knowledge economy. iii) Investigate options and funding mechanisms to improve sustainable public transport links to neighbouring regional towns and cities	i) CYC with plus Leeds CR and MPs ii) CYC with airports, airlines, regional transport groups (rail/bus etc), tourism partnership. iii) CYC with Leeds CR and with partners within the Greater York hinterland	i) seek funding for Outer Ring Road ii) development of new bus and rail services to existing regional airports iii) improved transport links to Leeds and Harrogate (tram train) and developing a Greater York transport vision and strategy	i) Lobby central government and regional bodies through the development of a strong and robust business case ii) Presenting business case to airports and air/bus operators iii) Development of connectivity programme through Leeds City region and completion of the Greater York transport and planning study.	HIGH (but potentially long term) Autumn 2007 onwards
In13: We recommend that City of York Council review transport and planning policies to ensure more flexibility in addressing parking needs of out of city centre employment developments.	CYC	To be considered through LDF process	To be considered through LDF process – a preferred approach to be agreed for public consultation	MEDIUM April 2008



## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 5: VISION AND LEADERSHIP

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
VL1: We recommend our vision of the long-term economic future of York to City of York Council and its partners, and urge them to adopt it as the plan for future policy and action.	CYC with LSP and component thematic groups	See E1	See E1	See E1
VL2: We recommend that City of York Council, together with key partners and stakeholders, develop a comprehensive Future York Vision for the city, which is readily understood, and which sets clear priorities	CYC with LSP	See E1	Community conference – October 2007 leading to production of Sustainable Community Strategy	HIGH April 2008
VL3: We ask key stakeholders to commit themselves to developing and supporting the vision and to use it to guide future investment and policy decisions. Because of its importance to the development and implementation of many of our recommendations we believe that an agreed comprehensive vision should be in place within nine months of our report being presented.	CYC with LSP -	See E1/2 above + implementation of Local Area Agreement setting out key targets for improvement	See E1/2 above + refreshment of LAA scheduled for implementation in June 2008	HIGH Revised Sustainable Community Strategy to be in place by April 2008  Preferred options for the LDF Core Strategy to be in place by April 2008.
VL4: We recommend that the new Future York Vision should recognise the need to embrace the economic opportunities for the	CYC with LSP – SC and Leeds CR and other	See E1/2 above + implementation of the Leeds City region development	See E1/2 above + development of a business	HIGH

city; should recognise the wider regional and national context for the York economy; and should be ambitious for the future of the city and its people and businesses	agencies influencing regional/national policy and action	programme	plan for the Leeds City region	April 2008
VL5: We recommend to City of York Council and to its elected leadership that it takes the leading role in defining the ambition and developing the Vision; in bringing together the necessary partnerships; and in building the consensus for the new comprehensive Vision.	CYC with LSP	See E1/2 above	See E1/2 above	HIGH April 2008

## RESPONSE TO FUTURE YORK GROUP REPORT

### CHAPTER: 6: PARTNERSHIP AND DELIVERY

FUTURE YORK GROUP RECOMMENDATION	DRAFT RESPONSE			
	WHO	WHAT	HOW	PRIORITY/WHEN
P1: It is essential that City of York Council re-invigorate the role and membership of its partnerships, to ensure that they are effective in delivering the Future York Vision and the oversight of economic development and place shaping activities. We recommend to businesses and business organisations in the city that they commit themselves to support the new partnership and consultation arrangements, and actively participate in them.	CYC with LSP- also dependent upon improving communications with businesses	See VL1/E1 re delivering the vision and E2 re business engagement	See VL1/E1 re delivering the vision and E2 re business engagement	See VL1/E1 re delivering the vision and E2 re business engagement
P2: We recommend that City of York Council review the terms of reference, membership, and working arrangements of the Economic Development Partnership Group, to re-form the group to give strategic leadership and direction to the city's economic development activities.	CYC with EDPB	Review membership of the EDPB	<ol style="list-style-type: none"> <li>1. Seek commitment from EDPB</li> <li>2. Review Council's constitution to reflect any recommended change</li> </ol>	HIGH Autumn 2007
P3: We recommend that City of York Council strengthen the business representation on the partnership and on the re-formed Economic Development Partnership Board to ensure informed and effective analysis and decision making.	CYC with EDPB	See P2 above	See P2 above	See P2 above

P4: We recommend that City of York Council review how best the skills and training agenda can be linked into the work of the Economic Development Partnership Board.	CYC with EDPB plus LLP, LSP etc	See P2 above	See P2 above	See P2 above
P5: We recommend that the proposed review of the Sustainable Community Strategy be undertaken during late 2007 alongside the consideration of issues and options for the Core Strategy of the Local Development Framework.	LSP and CS (EDG, City Dvt)	See VL1/E1 above	See VL1/E1 above	See VL1/E1 above
P6: We recommend that City of York Council urgently prepare a Masterplan, reflecting the Future York Vision, to guide development and investment decisions, and to promote investment.	CYC with LSP	Further work required to define Masterplan - key elements will be the Sustainable Community Strategy and the LDF Core Strategy, together with the Area Actions Plans for York Northwest and the City Centre.	Examine good practice among other authorities	MEDIUM Summer 2008
P7: We recommend that the re-formed Economic Development Partnership Board works with the council to develop <i>Action Plans</i> covering each area of activity, and uses them to effectively monitor and manage the delivery of programmes and projects.	CYC with EDPB + major stakeholders to have an input	Future York Group response to recommendations to set a template for future actions	Development of CYC, EDPB and stakeholder responses to FYG recommendations.	HIGH Autumn 2007
P8: We recommend that, in the interests of maximising opportunities for York, City of York Council play an active role in the development and implementation of the Leeds City Region programme.	See E8 above	See E8 above	See E8 above	See E8 above

Consultee	Contact	Title	Address	Address	Address	Address	Address	Postcode	Comments	Officer Response
Disability Rights Commission	Wendy Hillyerd	N/A	Freeport MID 02164	Stratford Upon Avon				CV37 9BR	The DRC do not have the capacity to respond to the report as it is not directly related to the work of the DRC	No response needed
The Yorkshire Naturalists' Union	John A Newbould	General Secretary & Treasurer	Stonecroft	3 Brookmead Close	Sutton Poyntz	Weymouth	Dorset	DT3 6RS	Difficult document to comment on within the terms of their charitable remit, as it has no reference to a strategy for the City's Historic and Natural Environments. Is this an error of omission from the summary or have the issues not been considered?	The Future York Group Report: An Independent Strategic Review of the York Economy, is a purposefully focussed report on the economy of York in response to heavy job losses in the City. The future vision of the City in 2020 recognises the need for any development to achieve a synthesis with the historic heritage and townscape. (Page 5, Exec Summary)
Natural England	David Rees	Government Team (Northern Area)	Government Buildings	Otley Road	Lawnswood	Leeds		LS16 4QT	<p>Natural England (NE) recognises that the FYG Report is a Strategic analysis of economic potential following job losses and not a blueprint for sustainable development in York. However there is no indication of the potential ecological impact. NE are pleased that that COYC has a Resource and Energy Analysis Programme (REAP) to model and predict how future economic proposals will help to deliver a reduced ecological footprint.</p> <p>NE also recognises the importance of the natural environment to delivering a special city to live in, an ambitious city to work in and a spectacular city to visit. Whilst the natural environment is understated in the report, landscape, green infrastructure, native flora and fauna can all significantly enhance this vision and add to the quality of urban and rural life in York.</p> <p>NE welcomes the concept of York being a gateway to the region and wishes to signpost the environmental assets available in the Lower Derwent National Nature Reserve and beyond in Areas of Outstanding Natural Beauty and National Parks.</p>	<p>COYC recognises that any future developments need to be assessed in terms of their effect on the ecological footprint of the city and relies on the REAP to monitor any future development.</p> <p>Any future developments briefs contain a specific chapter on Landscaping and the natural environment. This aims to optimise the green infrastructure of any development.</p> <p>COYC council's investment in partnerships such as the Tourism Bureau and Visitor Information Centres aims to promote the natural environment within the whole region as tourism destinations.</p>
Foss IDB, Marston IDB, Acaster IDB and Ouse and Derwent IDB	Ken Pratt	Deputy Clerk for the Drainage Boards	Derwent House	Crockey Hill	York			YO19 4SR	<p>Sustainable Development is a buzz word that is thrown around a lot in the current climate. The Boards recommend that in order to provide a basis for the development to be truly sustainable, there should be strategic drainage solutions and not leave the development to be site specific. It may be that partnerships are necessary to consider the uses of open space in relation to potential flood storage and regulation - these may be accommodated into recreation or other Public Open Space Areas. Co-operation with Drainage Authorities is a must, IDBs, Yorkshire Water, Environment Agency and the Council with early consultation allowing the proper flood protection measures to be incorporated into the Master Plans.</p> <p>Surface water disposal should not be left to the end of the planning process but could provide enhanced environmental benefits if properly designed and managed. York and the surrounding area continues to have problems with both surface water disposal and potential for flooding. Television is always showing a certain pub on the River Ouse whenever flooding is quoted. Addressing the situation in a strategic manner should enhance the potential to encourage future investment to the City</p>	<p>The Strategic Flood Risk Assessment as part of the LDF process provides the basis for a Strategic approach to drainage and flooding issues. Individual applications are also appraised in terms of potential flooding issues.</p> <p>See above</p>
Wheatlands Educational Community Woodland	Barry Otley		Dutton Farm	Hessay	York			YO26 8JU	<p>What are the benefits for the people of York if we get excessive growth? Is it really possible for us to develop a duelling of the ring road? I agree the economic benefits are important but there seems to be no consideration for the natural environment which needs to be taken to a higher level. I note The Future York Report does not refer to 'Climate Change' we should all aim to reduce our carbon footprint. York's cultural heritage and historic character is acknowledged world wide it is important it should be protected and enhanced. Unfortunately York's Natural Environment should be taken more seriously and will benefit the economy and its people.</p> <p>Additional Comments on the WOW/LDF and LAA are contained in the file to the right. However the comments specifically referring to the FYG Report are above.</p>	<p>The Future York Group Report: An Independent Strategic Review of the York Economy, is a purposefully focussed report on the economy of York in response to heavy job losses in the City. The future vision of the City in 2020 recognises the need for any development to achieve a synthesis with the historic heritage and townscape. (Page 5, Exec Summary) COYC recognises that any future developments need to be assessed in terms of their effect on the ecological footprint of the city and relies on the REAP to monitor any future development. The Independent Future York Group recommended further growth and dualling of the Northern Ring Road. COYC will respond to the recommendations of the group in the future.</p>



Sport England

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Yorkshire Region

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One of the significant actions identified to ensure York's economic success is the completion of the University of York's expansion. Sport England would identify the Further Education/Higher Education sector as being crucial to developing a strong economy. We are currently working with them to help them to deliver a stronger skills base within sport, and are looking at workforce development, utilising sport as the vehicle, although the outcomes can have a much wider application. We are also seeking to increase volunteers within the area and of course to increase participation. Your document may wish to focus more on the links between workforce development and economic growth. It may also be useful in terms of the Heslington East site to consider the science side of sport, e.g. sports science, sports psychology etc. Sheffield University has developed such linkages and are considered to be at the forefront of scientific developments for sporting activities.

CYC full acknowledges and supports the expansion of the University and encourages Sport England to work in partnership with the University to enhance the skills base in sport related employment. The skills strategy for the city is strongly based on economic growth and is a main focus within the FYG report.

A document called Yorkshire Gold has also been developed which seizes the opportunities of the Olympic and Paralympics Games looking at 5 opportunities to achieve well being and wealth. With the proposed economic growth of York, it will be very important to achieve an attractive environment with opportunities to enhance the well being of people, so that an appropriate work/life balance is achieved. I will send a copy of this document to you. It may be worth looking at a number of points within it, where it relates to enhancing people based skills; managing local environments to encourage physical activity; enhanced profile and tourist potential; and winners in business. At the rear of the document there are actions and objectives for achieving them which may provide a useful guide. For more information on either of these areas of work, please contact Ms Francesca Wood on 020 7273 1634.

The opportunities arising from the Olympic Games are well acknowledged in York. Charlie Croft (Assistant Director Lifelong Learning & Leisure) Chairs a major events group which has already looked in detail at how York can offer opportunities for Sports Organisations and respond to the tourism opportunities that will arise from the increased profile for the UK. This group will be pleased to work with Sport England on any proposals they have in mind.

Another significant action is the creation of a master plan to reflect the vision of growth to guide development and investment decisions and to promote investment. It is very important that in the creation of a document looking to steer development, quality of life issues are included to ensure an appropriate environment within which people wish to live and work. Sport England has developed a document called 'Active Design' which promotes opportunities for sport and physical activity through good design. It looks at how activity can be incorporated into people's everyday lives, to create a healthier more active nation through the master planning process. Endorsement and support of this document would encourage its use and would provide, in the long term, an attractive environment with opportunities for activity at both the home and workplace or on trips between these everyday destinations. A copy of this document is enclosed. Mr Darren Hendley would be able to provide more advice on this area of work. His telephone number is: 020 7273 1629.

See above

Additional Comments are contained in the file to the right. However the comments specifically referring to the FYG Report are above.



North Yorkshire Partnership Unit

Jonathan French

1. The York and North Yorkshire Partnership Executive CYC Agrees that York has a wider effect on welcomes the future York Group Report and its emphasis the economy within the region. CYC believes on raising aspirations in the York area and continuing the that the Regional Spatial Strategy, the successful development of the York economy. There are Regional Economic Strategy, the City many aspects of how this may be achieved through Regions agenda and Multi Area Agreements supporting different sectors within York and clearly these will be the mechanisms to influence the economic role of the region.

2. The main observation of the York and North Yorkshire Partnership Executive is that, the York economy has over the last ten years become of increasing importance for the area around it both as a source of employment and for developing local enterprises. This is best illustrated by the fact that York's GVA per head has risen much faster than that of the County area. The employment opportunities in new enterprises, Higher Education and Finance and Business Services are particularly important sources of high income jobs.

See above

3. The dynamics of the economy of the City of York likewise impacts over a wide area across a range of matters including transport, housing, retailing and the provision of public and private sector services.

See above

4. It is clear that if the Future York Report is to achieve its objectives, it needs to consider how the York economy and its business leaders engage more fully with both public sector partners and businesses across a much wider area.

See above

5. This is important for a wide range of reasons but is best illustrated by issues of labour supply. The York economy already offers significant employment opportunities, and has a broad catchment area for employment. There is still work to be done to ensure that those responsible for both CYC has a Learning Partnership which has education and the development of skills within that broader an active role within the North Yorkshire labour market catchment area are working closely with Lifelong Learning Partnership to ensure a sub-York Partners so that the proper future matching of regional approach is developed to link people's skills with jobs can be as successful as possible. learning and work in the sub region. There is a danger that there could be a loss of talent from the wider labour market to places elsewhere if there is a lack of understanding of the scale of opportunities within York itself.

6. Areas outside of York can also provide elements of the business package for York that is not easily replicated within the City. An important example of this would be the proposals for a potential research and development SCY has a wider influence than the York UA establishment at Burn Airfield, near Selby, a site boundary, however the regional, sub- regional substantially greater in size than can be offered within and local levels could be developed further. York. If a new R & D activity is attracted to the area, this will significantly enhance the science package for both York and the Leeds City Region.

7. Many firms within the York catchment area, in particular, Malton and Harrogate, who could make more use of the Science and Enterprise support base within the City and add critical mass to the York economy. In particular, they SCY has a wider influence than the York UA might contribute to broaden the business base by boundary, however the regional, sub- regional providing more advanced engineering capacity and and local levels could be developed further. connections to the Leeds Finance and Business Services sector, especially through both software and financial services businesses in Harrogate.

8. Finally, tourism is a vital industry for both York and CYC acknowledges York as a "gateway to the North Yorkshire and the area of greatest mutual region" for Tourism. The York Tourism interdependence. By continuing to emphasise the overall Partnerships actively encourage regional package of attractions and experiences available both in attractions in the York Visitor Guide. The York and the county the sub region should be able to offer Visitor Survey indicates that a 3rd of visitors the visitor a strong case for a extended stay and thus go on to other destinations in Yorkshire contribute more to both economies. during their stay.

Additional Comments on the WOW/LDF and LAA are contained in the file to the right. However the comments specifically referring to the FYG Report are above.



<p>York &amp; Ryedale Friends of the Earth</p>	<p>P. Allenby</p>	<p>57 Kexby Avenue Hull Road York</p>	<p>YO10 3HF</p>	<p>Mr Allenby is opposed to the dualling of the York Outer Ring Road. He believes it will be very expensive and will not be a practical method of alleviating congestion. The principle has happened all over the world but particularly on the M25 where further widening has not combated the problem. The City of York Council has made much progress in promoting Green forms of transport - cycling, Park &amp; Ride etc but all this hard work would be undone if the outer ring road were to be dualled.</p>	<p>The FYG report has recommended the outer ring road needs to be dualled, however many other options will need to be appraised by the Council before it makes any decisions.</p>
<p>York &amp; Ryedale Friends of the Earth</p>	<p>Guy Wallbanks Coordinator</p>	<p>13 Kingsway West York</p>	<p>YO24 4RD</p>	<p>The Report has nothing to say how the city's future economic strategy addresses major environmental issues such as Climate change and natural resource consumption.</p> <p><b>Future Employment in York</b> - The strategy needs to identify and attract to York businesses that will contribute towards making York a more sustainable city e.g. companies working in the fields of recycling or renewables energy, companies which have taken active measures to reduce waste or pollution, companies which have strong policies on social and environmental issues etc.</p> <p><b>Shops in York</b> - Your support for a flagship department store together with a wide range of leading stores at Castle- Piccadilly will do little to distinguish York from other cities. Rather than make York a "Clone town" indistinguishable from other cities, surely you should be encouraging more local shops so that York maintains its attractions a place uniquely different from other towns.</p> <p><b>Competition</b> - The strategy often mentions competition but fails to mention any other type of business interaction. The strategy needs to promote the benefits of cooperation and collaboration between businesses as a means of increasing business success</p>	<p>The Future York Group Report: An Independent Strategic Review of the York Economy, is a purposefully focussed report on the economy of York in response to heavy job losses in the City. COYC recognises that any future developments need to be assessed in terms of their effect on the ecological footprint of the city and relies on the REAP to monitor any future development.</p> <p>Noted</p> <p>It is recognised that York already has a wide range of independent retailers. The Castle Piccadilly site is regarded as a key site for the future development of the city centre. The Council will need to assess development proposals as they come forward for this site.</p> <p>This is recognised - a key success of the Science City York initiative relates to its work on cluster development.</p>
<p>York Environment Forum</p>	<p>Jonathan Tyler Chair</p>	<p>mailto:ptn@btconnect.com</p>		<p>The Future York Report is based on conventional economic thinking. It does not recognise any possibility of sharp discontinuities in the foreseeable future. It does not mention climate change, energy shortages, pressure on natural resources, environmental damage or economic instability. Further, its members take no account of the Council's commitment in the <i>Without Walls</i> strategy in 2004 to substantially reduce the Ecological and Carbon Footprints of the City, those telling measures of present risks and future security.</p> <p>Members of the Environment Forum believe that such a Report is fundamentally flawed. Had it been presented as one document – an economic perspective – amongst others setting out different perspectives on the City's future this would have been less problematic. As it stands, however, the Report is written from a conviction that its particular perspective is unquestionably the predominant consideration in formulating a strategy for the City. Moreover, the form of the consultation on the Report leaves respondents without complementary and alternative perspectives.</p> <p><b>We therefore have substantial concerns about the premises of the Report, hold major reservations about many details and doubt the value of the consultation.</b></p> <p>Detailed Comments on the FYG Report are contained in the file to the right. The Summary has been included above</p>	<p>The Future York Group Report: An Independent Strategic Review of the York Economy, is a purposefully focussed report on the economy of York in response to heavy job losses in the City. COYC recognises that any future developments need to be assessed in terms of their effect on the ecological footprint of the city and relies on the REAP to monitor any future development.</p> <p>The key strategy documents for taking the city forward will be: (i) The Sustainable Community Strategy (ii) The Local Development Framework (iii) The Council's own Corporate Strategy. These will be influenced by the Future York Group Report but will have their own perspective and approval powers</p> <p>see above</p> 
<p>York TUC</p>	<p>Tim Short</p>			<p>YTUC found the report very disappointing in its conclusions, the main thrust of which seems to dwell on Science City as the City's engine room.</p> <p>YTUC is opposed to the suggestion that a reformed Economic Development Unit (EDU) should be on the same basis as Future York Group. There is no mention of elected councillors sitting on this group or a trade union representative. Our gut feeling is that</p> <p>Detailed Comments on the FYG Report are contained in the file to the right. The Summary has been included above</p>	<p>The report deals with a wide range of issues related to the future economy of York including skills and inclusion as well as infrastructure. As such it goes well beyond Science City</p> <p>A report of membership and terms of reference of the Economic Development Partnership Board will be considered at the next meeting of the board to be held on 28th</p> 

Social, Environmental and sustainability issues raised by any proposed policies are presumably to be regarded as undesirable "constraints". The Future York Group Report does not investigate in depth what these constraints might be.

York Tomorrow is particularly concerned over the Report's emphasis on the proposed use of the Castle Piccadilly site for major retail development. The report seems to accept the Roger Tym Retail Study without question, although York Tomorrow has sever reservations about its methodology and conclusions.

The emphasis is on ensuring that the economy grows at the fastest rate possible, so that it contributes significantly to regional and national targets. While it acknowledges that this will exacerbate problems in housing and transport provision and have environmental impact it provides no acceptable solutions.

Housing - The issue of housing provision and affordability are barely considered as a factor in the report. The mismatch between anticipated economic growth, demographic change and housing provision is acknowledged but not revised.

No evidence is provided which supports the argument that the lack of a statutory adopted Local Plan has inhibited investment.

Rural York - the present and possible future contribution of these areas to the local economy is not discussed.

If the drive to lift the skills base of York's workforce is successful, the opportunities for higher rewards for individuals would be in the business sector not retail

The Castle Piccadilly site is regarded as a key site for the future development of the city centre. The Council will need to assess development proposals as they come forward for this site.

noted

The Local Development Framework will address the balance between these issues. Further development of the Regional Spatial Strategy will also help to address these concerns.

An adopted Local Plan or LDF needs to be in place so as to guide future development for the city in a more planned way. The avoidance of ad-hoc developments is paramount for sustainable city.

noted

Historical trends indicate that an economy based on relatively few large employers employing a high percentage of the local workforce is not sustainable. The Council recognises a need for a diverse economy and agrees the need for an increased business services sector in the city. However low skilled individuals need as many available job opportunities in the city as possible and after developing skills in certain sectors can advance across all sectors.

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**York Professional Initiative – Survey Results for the Future York Group Report**

Total Started Survey: 47  
Total Completed Survey: 47 (100%)

Page: Future York Group Report - Your Views (YPI)

1. Do you support the Report's vision to double the value of the economy of York by 2026?							
						Response Percent	Response Count
Yes						95.7%	44
No						4.3%	2
						<i>answered question</i>	46
						<i>skipped question</i>	1
2. Do you believe that partnership between the City Council, businesses and other stakeholders in the York economy is an effective way to grow the economy and to achieve the vision of the Report?							
						Response Percent	Response Count
Yes						97.8%	45
No						2.2%	1
						<i>answered question</i>	46
						<i>skipped question</i>	1
3. How do you prioritise the recommendations put to the City Council and its partners, to create an economy which:							
	Very low priority	Low priority	Neutral	High priority	Very high priority	Response Count	
Supports knowledge led businesses?	0.0% (0)	0.0% (0)	6.4% (3)	40.4% (19)	53.2% (25)	47	
Develops tourism?	0.0% (0)	4.3% (2)	14.9% (7)	46.8% (22)	34.0% (16)	47	

3. How do you prioritise the recommendations put to the City Council and its partners, to create an economy which:						
Develops retail industry?	0.0% (0)	10.6% (5)	34.0% (16)	<b>44.7% (21)</b>	10.6% (5)	47
Promotes financial and professional service activities?	0.0% (0)	2.1% (1)	14.9% (7)	36.2% (17)	<b>46.8% (22)</b>	47
Creates a supportive business environment?	0.0% (0)	0.0% (0)	2.2% (1)	41.3% (19)	<b>56.5% (26)</b>	46
Supports Science City York as a key programme for the future?	2.2% (1)	0.0% (0)	19.6% (9)	<b>41.3% (19)</b>	37.0% (17)	46
					<i>answered question</i>	47
					<i>skipped question</i>	0
4. Please prioritise the following recommendations of the Report:						
	Very low priority	Low priority	Neutral	High priority	Very high priority	Response Count
To create economic conditions to allow existing business sectors and key businesses to continue to succeed and grow.	0.0% (0)	2.2% (1)	2.2% (1)	37.0% (17)	<b>58.7% (27)</b>	46
To analyse skills needs and gaps and the availability of these skills within the City.	2.2% (1)	0.0% (0)	13.0% (6)	<b>43.5% (20)</b>	41.3% (19)	46
Positive action by the City Council to ensure as many residents and employees as possible can benefit from new economic opportunities.	2.2% (1)	0.0% (0)	17.4% (8)	34.8% (16)	<b>45.7% (21)</b>	46
					<i>answered question</i>	46
					<i>skipped question</i>	1
5. The Future York Group Report recommends that the following significant actions need to be taken. Please consider whether you agree and prioritise accordingly.						
	Very low priority	Low Priority	Neutral	High Priority	Very High Priority	Response Count

<b>5. The Future York Group Report recommends that the following significant actions need to be taken. Please consider whether you agree and prioritise accordingly.</b>						
Development of the York Central and British Sugar sites for a mix of uses, including offices for financial and professional services, close to the historic City Centre and linked to the Region and beyond by sustainable rail services.	0.0% (0)	0.0% (0)	19.1% (9)	31.9% (15)	<b>48.9% (23)</b>	47
Successful completion of the University of York expansion at Heslington East with growing numbers of Science and Design led businesses benefiting from a world leading knowledge support network.	0.0% (0)	2.1% (1)	19.1% (9)	<b>44.7% (21)</b>	34.0% (16)	47
Recognition by national government and regional agencies of the importance of York within the national economy as a location for science and research and development (R & D) activities.	0.0% (0)	0.0% (0)	21.3% (10)	<b>42.6% (20)</b>	36.2% (17)	47
Dualling of the northern ring road providing improved journey time, reducing congestion and access to key development sites.	0.0% (0)	4.3% (2)	10.6% (5)	34.0% (16)	<b>51.1% (24)</b>	47
Provision of a flag ship department store together with a wide range of leading shops in a development of high quality design at Castle, Piccadilly.	12.8% (6)	19.1% (9)	21.3% (10)	<b>36.2% (17)</b>	10.6% (5)	47
Creation of new world-class attractions demonstrating the ambition of the City and encouraging discerning visitors.	2.1% (1)	12.8% (6)	27.7% (13)	<b>42.6% (20)</b>	14.9% (7)	47
Improving streets and public spaces with high quality, well designed public realm that is spectacular both by day and night, with an exciting programme of events and activities for residents and visitors.	0.0% (0)	4.3% (2)	25.5% (12)	<b>44.7% (21)</b>	25.5% (12)	47
Development of world renowned modern buildings and structures to demonstrate the City's future vision and ambition.	8.5% (4)	14.9% (7)	29.8% (14)	<b>34.0% (16)</b>	12.8% (6)	47
Provision of a significant numbers of affordable family housing to match the growth in jobs.	2.2% (1)	4.3% (2)	32.6% (15)	<b>41.3% (19)</b>	19.6% (9)	46
City businesses and residents to be served by rapid 45 minute journey times to international airline connections.	4.3% (2)	10.6% (5)	21.3% (10)	<b>46.8% (22)</b>	17.0% (8)	47
Improvement of public transport links to neighbouring towns and cities.	2.2% (1)	10.9% (5)	28.3% (13)	<b>37.0% (17)</b>	21.7% (10)	46
	<b>answered question</b>					<b>47</b>



### Comments on question 7: If there was only one guaranteed outcome of the Future York Group Report, what would you want it to be? Please describe the issue that is the most important to you

- |   |                        |
|---|------------------------|
| 1. Road access - not just the northern ring road which is a key aspect but a fully integrated system to reduce congestion   | Tue, 11/20/07 8:06 AM  |
| 2. To create economic conditions to allow existing business sectors and key businesses to continue to succeed and grow.   | Wed, 11/14/07 10:50 AM |
| 3. Bringing on the site developments at Heslington East, York Central, British Sugar and Terry to allow the unhindered development of high growth companies that are essential to drive the economy forward   | Tue, 11/13/07 11:13 AM |
| 4. That the city continues to develop and prosper, but not at the expense of the heritage on which its prosperity is based  | Mon, 11/12/07 7:59 PM  |
| 5. retaining the character of the inner city . While growth is desirable, the city has a fragile structure which could be swamped by inappropriate development.   | Mon, 11/12/07 2:54 PM  |
| 6. Release of development land for commercial uses.   | Mon, 11/12/07 2:42 PM  |
| 7. To achieve significant regional and/or national recognition of the York economic development initiatives. The support of external influential bodies will achieve much more than we could achieve internally.  | Mon, 11/12/07 2:25 PM  |
| 8. Do not over develop without sorting out the communications infrastructure. York Central could grind the west side of York to a halt!   | Mon, 11/12/07 2:18 PM  |
| 9. Promotion of the professions already in York - particularly the building professions   | Mon, 11/12/07 1:55 PM  |
| 10. Improved public transport   | Tue, 9/25/07 4:35 PM   |
| 11. Construction of sustainable buildings, offering mixed use including housing, offices, light industrial etc in all available and suitable areas of the city.   | Mon, 9/24/07 4:59 PM   |
| 12. Proactive investment in upskilling the labour pool which is aligned to the skills gaps and commercial needs of the domestic economy.  | Tue, 9/18/07 5:23 PM   |
| 13. Creation of new world-class attractions demonstrating the ambition of the City and encouraging discerning visitors  | Mon, 9/17/07 4:50 PM   |
| 14. Support from national government and other national agencies for York as a location for science for R&D activities  | Mon, 9/17/07 4:30 PM   |
| 15. Increased support for all business start-ups, not just technology based businesses.   | Mon, 9/17/07 2:11 PM   |
| 16. Supporting knowledge business   | Mon, 9/17/07 2:02 PM   |
| 17. Heslington East   | Mon, 9/17/07 1:42 PM   |
| 18. Recognition by national government and regional agencies of the importance of York within the national economy as a location for science and research and development (R & D) activities. This will be one of the keys to developing a local economy which can meet the challenges faced by the City and its occupants.                                 | Mon, 9/17/07 1:37 PM   |
| 19. We need to replace the ever decreasing capacity to manufacture. The City no longer supports heavy industry or manufacturing. We MUST become again the Centre of Excellence, we once were, for manufacturing and leading edge engineering. We have allowed it to slip away and come rely on the easy option of tourism.                                  | Fri, 9/14/07 1:58 PM   |
| 20. The continued development of knowledge led businesses. Further links between the local professional services sector and new companies involved in providing products and services which have arisen from new areas of science and technology.   | Thu, 9/13/07 1:00 PM   |
| 21. Development of transport, roads and public spaces to make the City attractive for residents and provide a supportive environment for the development of business.   | Thu, 9/13/07 12:14 PM  |
| 22. Provision of well designed, desirable and affordable commercial premises in and around the city for a variety of businesses uses.   | Wed, 9/12/07 3:30 PM   |
| 23. The provision of land immediately available for future office development within the city centre to enable the growth of the financial/professional sectors either for existing businesses or inward investors.   | Wed, 9/12/07 10:21 AM  |
| 24. Overt acceptance of the report's recommendations by the City of York Council and an early commitment to action.   | Mon, 9/10/07 10:44 AM  |
| 25. The speedy approval of brownfield developments across the city. No matter how attractive York is to investment if the premises are not available to satisfy the demand, inward investors will not relocate. It is important in the attraction of investment to the city that we have a tangible product to offer that is available now.                 | Mon, 9/10/07 9:33 AM   |
| 26. The creation of a genuine supportive business environment in the City which will underpin all the economic development aspirations designed to secure the future prosperity of the City.  | Mon, 9/10/07 7:06 AM   |
| 27. Dualling the outer ring road and improving access onto and off it from all main arterial roads and acknowledge that doing so will open up opportunities to provide land for development, both housing and business/commercial use. Good road systems are essential to the economic well being of any localised economy, creating opportunities for all. | Sat, 9/8/07 9:43 AM    |
| 28. Dualling of the northern ring road providing improved journey time, reducing congestion and access to key development sites. Probably because everything else is irrelevant unless the best structure is put in   | Thu, 9/6/07 11:10 AM   |

- place initially to enable other outcomes to be progressed
- 29. The City of York in both terms of building fabric and residents/tourists etc are valuable assets and specific attention must be paid to maintain and where possible improve these assets. Thu, 9/6/07 10:10 AM
  - 30. The University expansion will drive the future economy of York and will mean that the infrastructure and skills must be available to support it. A flourishing professional services sector will assist the city to grow as a whole. Wed, 9/5/07 3:46 PM
  - 31. That we don't enter a dual economy of haves and have nots: tourism/retail vs knowledge/science Wed, 9/5/07 2:09 PM
  - 32. Better collaboration between York businesses. There is a wealth of talent locally yet businesses still look outside the city thinking that certain services (especially design orientated) are simply not available in York. I think more needs to be done to raise awareness of different suppliers to businesses. Science City does a great job and I think this is the avenue to be developed further to help continue to raise awareness of the great work being done in York. Wed, 9/5/07 1:55 PM
  - 33. The development of the University and York's reputation as R&D leaders and as a centre of innovation. Wed, 9/5/07 1:51 PM
  - 34. York must create a more balanced employment base which is not dependent on single employers and is less dependent on single sectors. This could involve creating additional business clusters from scratch rather than spreading the money across everything. Wed, 9/5/07 1:28 PM
  - 35. That there is a clear financial plan that allows sustainable growth within the timetable outlined in the master plan. Tue, 9/4/07 5:05 PM
  - 36. Improved transport - especially outer ring road. Thu, 8/30/07 9:48 AM
  - 37. To recognise that what makes York different from other cities should be its concentration on quality of future developments rather than size alone, and to plan the future development of York around the concept of 'quality' as opposed to trying to cater for the mass market. That would include (for instance) recognising that not all development sites should be required to carry substantial quotas of affordable housing if to do so would downgrade their ultimate attraction as flagship development sites likely to attract businesses of international repute Wed, 8/29/07 12:21 PM

**8. Please give any comments you have on this questionnaire or any other views you have on the future of York's economy.**

- 1. Questionnaire asks leading questions which promote positive responses
- 2. Needs and integrated but prioritised strategy. Nothing happens without sustained economic growth - that must be the priority. Everything else follows.
- 3. York needs to retain a distinctiveness - it is important that it doesn't just become Anycity. High quality jobs are important, but so are jobs at all levels as well as housing at all levels of affordability - this is the key to sustainability, by which I meant longevity as well as low impact
- 4. It is important to promote Science City but there are lots of other businesses wishing to expand in the York area who deserve support.
- 5. Some of your questions are ambiguous or multi-barelled, which made them difficult to answer. I don't think you have captured my views accurately but I hope this response is useful in any case.
- 6. NA
- 7. York's economy is focused on growing skill set and business but also we need to consider affordable leisure for the local community especially the youth. For example the Barbican centre has been shut for several years and no replacement facilities have been created for the youth of York. We should be pushing sports more as creating a healthy local future work source.
- 8. broaden role and activities of Science City York to include other partners and to broaden appeal in York and North Yorkshire.
- 9. Although I voted neutrally on the following: Improving streets and public spaces with high quality, well designed public realm that is spectacular both by day and night, with an exciting programme of events and activities for residents and visitors. I really wanted to split the recommendation in two and vote 'Very Low' priority for the first part and 'Very High' priority for the 2nd. York's 'spaces' are already high quality but we desperately need more exciting events and activities. I couldn't help feel that the way it is worded would back spending more money on the nonsense that is 'Illuminate York'.
- 10. Report is highly aspirational and seems to throw everything back at YCC to undertake - it gives no indications as to the 'how to's' that would bring the recommendations to life. Can YCC provide the number and calibre of resource needed to pull together the recommended master plan particularly in the light of the diversity of the recommendations?
- 11. 'Affordable Housing' breeds crime!
- 12. York's future economy needs to be diverse and the city should not just be relying on Science City York to deliver although I agree that it has a very important role to play together with the two Universities. York is made up of an extremely active and strong business community together with partner organisations who will work together to deliver the success for the future of York's economy. There is a consistent message throughout that partnerships are a key way

of achieving the future prosperity they forecast. Not only do we have to address the issue of the York Outer ring road we also have to look at the dualing of the A64 to Scarborough, the congestion at the Hopgrove Roundabout is getting worse and when Monks Cross South is developed more pressure will be put on this junction. The office market at Clifton Moor is in decline, primarily because of the problems of the outer ring road It is apparent from the report and Sir Chrispher Garnett that the Science Park has got confused with Science City York the organisation.

13. I think the questionnaire is a great idea and hope that it receives the response it deserves. In terms of other views on the future of York's economy I believe in order to achieve the heights proposed in the report the City Council need to embrace the joined up approach suggested and work with partner and support organisations across the city who are currently fighting and are prepared to continue to fight for the future of York.
14. It has long been a feature of the political & administrative management of the City that avoiding mistakes & causing public concern in terms of heritage, conservation, environment & " What makes York Special "has resulted in apparent lack of ambition & slow progress. A balance has to be struck & great care taken but prosperity supports the process of achieving & maintaining a great city therefore economic development should not be impeded by these issues but imaginative & creative solutions found.
15. Lack of comment on: Environmental projects Community related projects Also noted that: No female member of the Future York Group
16. While looking to expand York's economy priority must be given to improving the existing city, as tourism is fundamental to the current economy. The P & R facility should be extended to reduce traffic congestion but visitors should be encouraged to use it by keeping prices low. The city needs cleaning up - filthy streets and paths(Tower gardens, Clifford St etc, beggars, hen/stag nights need better policing.
17. How can one agree or disagree with a vision to double the economy by 2026 without further clarification? Do we take inflation into account? Does it mean everyone produces twice as much output as currently? Does it mean twice as many people will live here? Does it mean twice the congestion, pollution, less people able to afford housing...? The partnerships seem to be focussed around either tourism or education. The problem is tourism generates insecure low paying jobs and those educated here don't stay here!
18. The questionnaire assumes that the interventionist approach is right for all areas of development. Some aspects of property development are possibly better left to market forces and there is no scope to comment on the actual approach proposed.
19. Finance & investment, I believe, is the key to success
20. There needs to be greater recognition that delays in turning round palnning applications cause businesses real money, and the city should do everything it can to remove the uncertainty that delay in the planing process can bring

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## FOOTPRINT RESPONSE TO THE FUTURE YORK REPORT (FYR)

***Purpose: This briefing note identifies the impact on the Footprint of some of the proposals and recommendations from the Future York report. It also suggests a couple of scenarios by which to reduce the footprint.***

### **1. Context/background to environmental economic drivers:**

The Stern Review (Oct 06) was commissioned by the UK Government to identify the economic impacts of climate change. Stern identified climate change as one of the largest and most significant threats facing the global economy. Stern calculated the economic cost of responding to climate change as 1% of GDP in order to reduce greenhouse gases to a level avoiding climate catastrophe. He identified the cost of not responding significantly higher. Put simply, to enjoy future economic growth we must deal with climate change now.

Within the Without Walls Community Strategy for York, a headline indicator has been set to reduce the ecological footprint of the city from its current base at 5.3 ha per person to 3.33 ha by 2033. The current York resident carbon footprint is 11.5 tonnes per person. A 60% reduction (in line with proposed Climate Change Bill legislation) is 6.9 tonnes per person.

### **2. The use of REAP (Resource, Energy Analysis Programme) to model the footprinting impacts of the Future York report.**

REAP helps decision makers understand the impact of policy on the ecological and carbon footprint. The Future York report contains a set of proposals and recommendations providing a view for the future economic development of York.

The following scenarios have been modelled through REAP based on the available information from the Future York report. Some additional assumptions have had to be added to the information provided by the report in order to provide meaningful future scenarios. All additional assumptions have been identified below. Assumptions of behaviour and activity are based on national trends.

#### *Footprint measurements:*

*Ecological Footprint – measures the amount of productive land required for all the goods, services, energy and activities consumed and waste produced within York, which is then given as an average per resident of York. Measurement is in global hectares per person.*

*Carbon Footprint - measures the amount of energy required for all the goods, services, energy and activities consumed and waste produced within York, averaged out for each resident of York. Measurement is in Tonnes of Carbon emitted per person.*

**Scenario 1: The impact of doubling the economy on increased consumption.**

The footprint links closely to level of disposable income. This scenario considers the impact of increased consumption as a result of a rise in the disposable income of the population through increased wages as a result of increased job availability and more highly skilled jobs resulting from a doubling of the economy.

Assumptions made within this scenario:

- Consumption of goods (the amount of consumables such as clothes, music technology and DIY equipment bought by the residents of York) will increase on average by 5% over the next 20 years.
- The distance travelled on international flights will increase by 10%
- Car ownership will increase by 10%

IMPACT: The Ecological Footprint rises to 7.5 ha per person. The Carbon Footprint rises to 18 tonnes per person.

**Scenario 2: The impact of doubling the economy on increased home energy conservation.**

This scenario considers the impact of increased energy conservation within people's homes as a result of a rise in the disposable income of the population through increased wages as a result of increased job availability and more highly skilled jobs resulting from a doubling of the economy.

Assumptions made within this scenario:

- A decrease of fuel use within the home, both for heating and electricity, by 10%.

Note: Existing housing stock accounts for over 90% of homes

IMPACT: The Ecological Footprint drops to 4.4 ha per person. The Carbon Footprint drops to 9 tonnes per person.

**Scenario 3: The impact of dualling the Northern Ring Road.**

This scenario considers the impact of making the Northern Ring Road of the city a dual carriageway, and the impact this will have on traffic within the city.

Assumptions made within this scenario:

- Based on DTI research, the introduction of additional lanes and road space increases volume of traffic by 15%. Therefore a 15% increase in cars and lorries has been modelled.
- A 10% increase in bus service has also been assumed, to increase public transport accessibility around the perimeter of the city.

IMPACT: The Ecological Footprint rises to 7.82 ha per person. The Carbon Footprint rises to 20 tonnes per person.

**Scenario 4: The impact of the increase in new housing being built around the city.**

This scenario considers the impact on energy from the projected increase of 850 houses per year (as proposed within the developing LDF) until 2026. The Council currently has a policy for a 50:50 affordable housing split in all new developments. All affordable homes must be built to the new Code for Sustainable Homes Guidelines Level 3, which reduce energy consumption by up to 20% from current building regulation standards.

Assumptions made within this scenario:

- The energy efficiency measures within all new homes are assumed to increase overall by 10% to 2026. This assumption is based on an 'average' energy efficiency improvement across all new housing from the 20% requirements from affordable, and the other 50% of housing which is not, as yet, required to meet further than Building Regulation efficiency standards.
- An assumed increase of 850 additional homes built per year in line with the proposals within the LDF.
- An assumed population increase of 20% by 2029 as proposed within the Future York report.

IMPACT: The Ecological Footprint increases to 6.1 hectares per person. The Carbon Footprint increases to 13.2 tonnes carbon per person.

**Scenario 5: Improved traffic demand management**

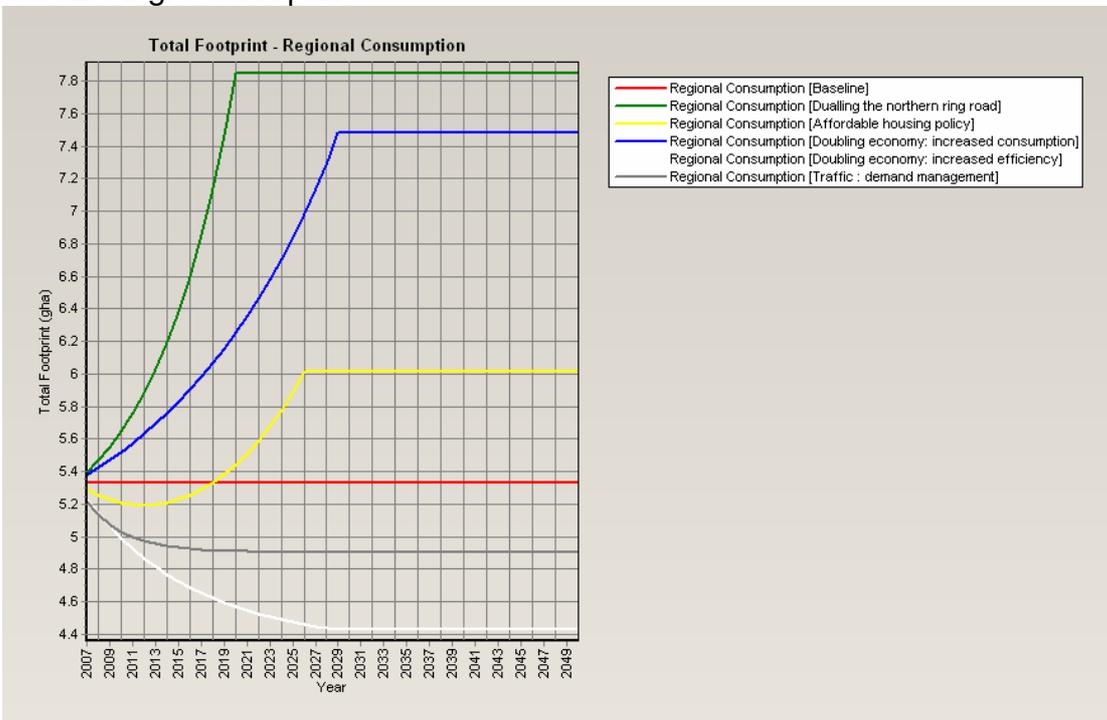
This scenario considers the reduction of car mileage undertaken by residents of York, and an increase in average car occupancy.

Assumptions made within this scenario:

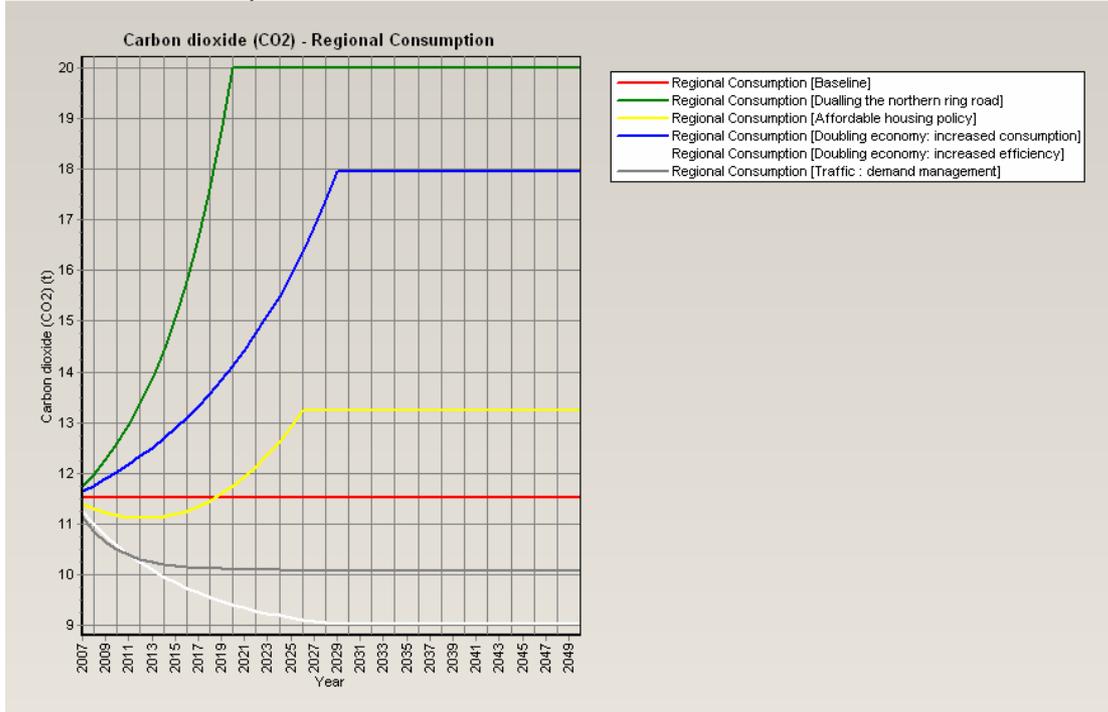
- Increasing car occupancy from the average of 1.2 people to 2.2 people
- Reducing overall car passenger kilometres by 10%.

IMPACT: The Ecological Footprint reduces to 4.9 ha per person. The Carbon Footprint reduces to 10.1 tonnes per person.

The Ecological Footprint



## The Carbon Footprint



### 3. Opportunities for a Sustainable Economic Development Strategy for York

The analysis has offered examples of the 'Business as Usual' scenarios alongside low carbon alternatives. Stern suggests the low carbon economy is worth £5 billion. Many other cities (London, Leicester, Birmingham) and regions (East Midlands) are formulating their economic strategies along the model of a low carbon economy. York has many ingredients to develop along the same lines and respond not only to the growing economic threat of climate change, but also respond positively to this growing economic opportunity.

The development of a low carbon cluster within Science City York, would be a significant first step in stimulating a strategic approach to this very real challenge.

Philippa Beardmore  
 City of York Council Sustainability Team  
 19 Nov 2007



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**Executive****4 December 2007**

Report of the Corporate Landlord

**Reducing the Maintenance Backlog****Summary**

- 1 This report sets out a strategy for using the limited revenue and capital resources available to deal with the substantial repair and maintenance backlog of the council's corporate land, buildings and highways by basing decisions on future investment on the need and viability of the asset.
- 2 Members are asked to
  - Note the contents of the report
  - Approve the 10 year Repair and Maintenance Strategy summarised in the report and detailed at Annex 1
  - Agree the proposed performance indicators contained in the strategy
  - Consider the appropriate level of annual revenue and capital repair and maintenance budgets to ensure the objectives and priorities set out in the Repair and Maintenance strategy are achieved.

**Background**

- 3 Annex 2 sets out the current levels of outstanding repair and maintenance for the main service areas within the council. Although these have reduced slightly from the levels of a few years ago they are still very high.
- 4 The main reason for this is that repair revenue budgets are limited and often only sufficient to deal with urgent repairs on a needs basis rather than an overall co-ordinated and planned programme.
- 5 In recent years, following the production of Corporate and Service Asset Management Plans, Capital budgets have been allocated to deal with this issue. Examples of these include
  - Decent homes/modernisation funds
  - LTP Structural Maintenance
  - Funding to replace/modernise schools

- Council's Capital Programme – over £1.5m to address repairs and accessibility
- 6 These capital funds have been allocated by an audit of condition, consultation with service managers and expenditure on those assets which are needed to continue to deliver the service. However there has been no overall structured approach across the Council.
- 7 With limited revenue and capital funds the Council has nevertheless been active in seeking to reduce the outstanding repair backlog by adopting a variety of approaches in addition to the ongoing repair and maintenance programmes. Annex 3 details a selection of the major projects that have been undertaken in recent years, are being done currently and that which is planned for the future. These can be grouped as follows (with a few examples of each)

Externally funded projects

- The provision of new schools through the PFI project
- The Housing Modernisation Programme
- The major schemes at York High School, Manor School and Joseph Rowntree School

Re-provision of services/accommodation in self-funded new buildings

- The Administrative Accommodation Project replacing the existing portfolio with a new Council Headquarters at Hungate.
- The swimming pools programme for replacement and refurbishment of facilities
- New starter business units replacing unsuitable existing facility at Parkside

Rationalisation of buildings as a result of Service Asset Management Planning

- The sale of De Grey House and Rooms
- Future sale of Yearsley Bridge and Huntington Road Day Centres
- Disposal of Hebden Rise Day Centre

Other

- Transfer of assets to community groups etc. on full repairing leases
- Ensuring commercial and other tenants comply with repairing terms in leases

- 7 There is now a need to develop a strategy which provides overarching principles to deal with all council land and property assets which can then be applied to service and corporate revenue and capital budgets to ensure Best Value is obtained.

### **Why is a Repair and Maintenance Strategy Needed?**

- 8
- To assist the council in delivering its corporate priorities – e.g. improve the condition appearance of streets and buildings, quality of affordable homes, and deliver efficiencies.
  - To meet CPA requirements.
  - To reduce Corporate Risks
    - prevent unsustainable spending
    - reduce backlog
    - reduce risk of service failure
    - improve image and reputation
  - To assist services in delivering their priorities from buildings and land which are fit for purpose, accessible to the users, present the right image for the service and receive high customer satisfaction.
  - To ensure legal requirements are met
    - Health and safety of staff and customers
    - Accessibility
    - Legionella, Asbestos Legislation
    - Occupiers Liability Act
  - To ensure land and property owned and used by the council
    - is 'fit for purpose'
    - has its assets 'life' protected
    - enables more efficient use by the service
    - increases customer satisfaction/reduces complaints

### **Consultation**

- 9 In developing this strategy it was decided to include all council land and assets
- Corporate land and buildings
  - Commercial portfolio
  - Highways
  - Schools
  - Housing

in the strategy. Whilst acknowledging that the application may be different for each service it was agreed that the basic overarching principles were the same.

- 10 Therefore development of the strategy took place in the Corporate Asset Management Group where all service and finance services are represented. The resultant strategy reflects the input given by CAMG Members and shows how the objectives and principles are applied in each area.

- 11 Annex 3 contains details of the main projects which include an element of repair and maintenance or will have an effect on the backlog by selling or refurbishing the asset. They are split between projects which have happened in the recent past, those currently underway and potential projects for the future which are known now. It can be seen therefore that the need to deal with this important item has been considered and acted on and features in the future programme, recognising that alternatives have had to be considered as budgets are limited. The outcome of these projects is shown in the PI's which have been reported and will have some impact on future PI results but please see comments in paragraph 25 for other impacts on these PI results.

### **Options and Analysis**

12 Option A – Adopt a Formal Repair and Maintenance Strategy

Annex 1 contains the proposed 10 year Repair and Maintenance Strategy which covers all council land and property assets – including Highways and Housing. The strategy contains all the principles referred to in this report and sets out the objectives, aims and priorities at a corporate and service level.

- 13 The corporate objective of the strategy is that in carrying out repairs and maintenance all land and property will be in a fit for purpose state within 10 years.

- 14 The corporate aims and priorities are details in the strategy document and can be summarised as follows:

RM1 To reduce the repair and maintenance backlog.

RM2 To vacate and dispose of those assets which are expensive to maintain and operate and are not fit for purpose.

RM3 To spend revenue and capital on repair and maintenance only on identified retained properties.

RM4 To have a fully funded repair and maintenance programme.

RM5 To increase the planned/reactive maintenance split to 70/30.

RM6 To ensure Best Value principles are followed in any repair and maintenance expenditure.

RM7 To minimise the council's 'exposure' to asbestos, legionella and other hazardous material.

RM8 To ensure all work carried out results in the Council's land and buildings being left in a sustainable condition

15 Advantages

By having a corporate strategy the council will have

- An overarching set of principles and priorities to benchmark all future repair and maintenance expenditure

- A better understanding of the level and nature of the repair backlog and the priority areas
- Confidence that limited revenue and capital budgets are being used to achieve a Best Value return
- The challenge to reduce the number of property assets occupied, especially focusing on the expensive and unfit for purpose, which can be monitored by the Corporate Landlord

Disadvantages

None

16 Option B – Not to adopt a Corporate Repair and Maintenance Strategy

By not adopting this formal strategy the current situation will continue where there are some corporate, mainly capital – budgets which the Corporate Landlord can direct to the areas of identified need but the service repair budgets will remain in the control of the services with the risk the expenditure will not reflect the overall council need and priorities.

17 Advantages

None

Disadvantages

- Lack of co-ordination of limited budgets so Best Value and return will not be achieved
- Possible waste of expenditure on assets which may be disposed of in the near future as a result of service and area reviews
- Fragmented knowledge of the backlog of maintenance and use of repair budgets
- Failure to comply with a CPA requirement for level 3 judgement (see para 17)

**Corporate Priorities**

18 The Comprehensive Performance Assessment makes reference to this topic. In the Use of Resources section a Key Line of Enquiry (KLOE) to achieve a level 3 states 'Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate'.

19 The council's Corporate Asset Management Plan also has a Property Output – PO3 to 'develop and implement a Repair and Maintenance Strategy for all council land and property assets'.

20 In addition the following elements of the Corporate Strategy relate to this topic.

Directional Statement

We will seek to place environmental sustainability at the heart of everything we do

### Priorities

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

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

### Values

Providing strong leadership

Encouraging improvement in everything we do

## **Implications**

### 21 Financial

Whilst there are no immediate financial implications in adopting this strategy it will mean in the future that all revenue and capital budgets relating to repair and maintenance will be reviewed and there will probably be growth bids made in future years to reduce the backlog.

### 22 Human Resources, Equalities, Legal, Crime and Disorder, Information Technology

None

### 23 Property

The implications are contained in this report.

### 24 Risk Management

The risks are detailed in this report. By adopting a Corporate Repair and Maintenance Strategy there is a reduction in the risk of –

- Waste of limited revenue and capital repair budgets
- Properties having asbestos, legionella or other hazardous risks which are not being managed properly

### 25 Although the table in Annex 3 shows that there are a number of present and future projects which will have a significant impact on the maintenance backlog total it should be noted that the net total which will be assessed at the end of each year will still be higher than the simple subtraction of the amount spent from the current backlog figure as:-

- The rolling 5 year programme of condition surveys will provide up to date information on the condition of the assets which will detail new elements of repair needed
- Although the current annual level of spend on repair and maintenance is around £3.6M, when compared to the overall backlog figure of over £36M

and the new elements of repair identified by the surveys, it is clear that this level of spend is insufficient to properly deal with reducing the backlog figure, at best spending at this level in the future will result in a 'standstill' position, even after the other actions contained in the strategy, such as rationalising the number of buildings, are taken into account.

- 26 There is an urgent need therefore to increase the level of annual spend, both revenue and capital, on repair and maintenance otherwise there is a high risk that the objectives and priorities of the Repair and Maintenance Strategy will not be achieved. The amount of increase will need to be assessed on an ongoing basis by the Corporate Asset Management Group and will result in capital and revenue bids in the annual budget rounds.

### **Recommendation**

- 27 Members are asked to consider

#### Recommendation 1

approving the 10 year Corporate Repair and Maintenance Strategy with performance indicators detailed at Annex 1.

#### Reason

So that a co-ordinated approach to dealing with a backlog of maintenance and future repair and maintenance is followed which is based on need and viability of the assets.

#### Recommendation 2

the appropriate level of annual revenue and capital repair and maintenance budgets to ensure the objectives and priorities set out in the Repair and Maintenance strategy are achieved.

#### Reason

To ensure the strategy is effective and achievable within the 10 year timescale. Failure to deal with this will mean the repair and maintenance programme will not be fully funded (Priority RM4) and the backlog figure will not reduce (RM1) for the reasons set out in paragraph 24

#### **Contact Details**

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**Assistant Director of Property Services**

#### **Specialist Implications Officer(s)**

Financial Tom Wilkinson

**Wards Affected:**

All

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

**Background Papers**

Corporate Asset Management Plan 2007-2012

**Annexes**

Annex 1 Repair and Maintenance Strategy 2007-2017

Annex 2 Performance Indicator 1 – Repair and Maintenance Backlog

Annex 3 Selection of projects with repair element

**ANNEX 1**

**REPAIR AND MAINTENANCE STRATEGY**  
**2007 – 2017**

**1. SUMMARY**

1.1 The purpose of this strategy is to ensure that the limited budgets which are available to deal with the maintenance and repair of the council's land and property assets are

- Used in a way which supports the council's corporate priorities and is consistent with the priorities set out in the
  - Corporate Asset Management Plan
  - Education Asset Management Plan
  - Housing Asset Management Plan
  - Highways Asset Management Plan

All of which have received Member approval.

- Are directed only to those assets which have been identified for retention and/or investment except where necessary for health and safety or to maintain minimum standards of accommodation
- Are co-ordinated by the Corporate Landlord to ensure best value is obtained.
- Result in a portfolio of assets which are fit for purpose.

1.2 This strategy sets out

- The objectives, aims and priorities both corporately and in the main service areas.
- Principles which are to be followed to meet these priorities.
- Commenting on the current position and practice with proposals for change.
- Details of current performance indicators and suggestions for future measurement.

1.3 It is the intention for this strategy to be in place for the next 10 years although it will be reviewed on an annual basis to take in to account any changes in national or local priorities. There will also be an annual report to Members on performance, as part of the annual report on Corporate Asset Management.

**2. OBJECTIVES, AIMS AND PRIORITIES**

**2.1 Objectives**

The overall objective in carrying out repairs and maintenance is to have all land and property assets in a fit for purpose state within 10 years.

This translates in to more specific objectives for each of the main service areas.

**2.1.1 Corporate land and buildings**

In 10 years all retained assets will be at least level B (defined as – 'satisfactory – performing as intended but showing minor deterioration') or better in terms of condition and will be fully accessible.

### 2.1.2 Education/Schools

The main objective of the Education AMP is to improve standards of existing accommodation in order to meet the needs of pupils and teachers and to ensure implementation of the national curriculum

### 2.1.3 Housing

The objective is to reduce repair requirements by improving the condition and specification of the elements of the housing stock when they are due for replacement through capital spend as part of the modernisation programme. This will mean that repair spend will reduce over time.

### 2.1.4 Highways

The council has submitted an Expression of Interest to the Department for Transport to become a Pathfinder Authority for PFI in highway maintenance which, if successful will have a substantial positive effect on the condition of the highways.

If the council is not successful in obtaining PFI credits the situation will be reassessed in 2008. The overall projected funding is reducing and budgets are at the absolute minimum to maintain the asset at its present condition, with no reduction of the backlog. If this pattern continues over the next 5 years the condition of the asset will deteriorate, and the backlog will increase rather than reduce.

## 2.2 Corporate Asset Management Aims and Priorities

To meet the objectives the council needs to have aims and priorities which will assist in achieving the objective set. Some of these are applicable in all areas whilst others are specific to that particular area. These are listed below.

### 2.2.1 Corporate Aims and Priorities

#### RM1 To reduce the maintenance and repair backlog

- Need for an up-to-date accurate information on the condition of all assets which is best achieved by having a 5 year rolling programme of condition surveys and a database where this information can be stored and updated when works are carried out. A specialist firm has been appointed to carry out the survey programme (subject to funding being available) and the Technology Forge Asset Management Facility database is in operation to store and use the data collected.
- Need to know what budgets are in place for each year and how the money is going to be spent. This will be done by the co-ordination of revenue and capital expenditure on repairs by the Corporate Landlord through reports to the Corporate Asset Management Group.

#### RM2 To vacate and dispose of those assets which are expensive to maintain and operate and are not fit for purpose

- This is achieved through having the data on performance available (through the Technology Forge or similar database) and knowledge of the service priorities

for the future and the suitability of the existing land and buildings to meet these priorities (which is known through the Service Asset Management Plans).

- If an asset is identified as expensive and not fit for purpose then an option appraisal is carried out to see if
  - Costs can be reduced
  - Works can be done to make fit for purpose
  - Asset would be better used for another service which meets the corporate priorities
- If none of the above can be achieved then disposal should take place which will reduce the backlog figures. Any repair/maintenance budgets attached to the asset could be retained by the service to be used on repair needs elsewhere within the service or could be transferred to the Corporate Landlord so it can be directed for use in accordance with the principles of this strategy. If the need can be shown, a proportion of the capital receipt could be retained to improve the condition/accessibility of other assets.

RM3 To spend revenue and capital on repair and maintenance only on identified retained properties

- All assets need to be reviewed, through Service Asset Management planning and corporately using agreed criteria to assess their future 'role'. Each property will be labelled

Retain - is 'fit for purpose'

Re-use - not suitable for current use but has been assessed as suitable for alternative use

Invest - Can be made 'fit for purpose' through economic capital investment

Dispose - after looking at an alternative way of providing the service currently located there

- All budget holders for repair and maintenance, both capital and revenue, will have to show to the Corporate Landlord that repair and maintenance funds are only being spent on those property assets which are identified as being retained unless
  - Urgent need to prevent failure or health and safety requirement
  - Investment to bring the property in to a 'fit for purpose' state
  - Short term repair to allow use until property is disposed/service relocated
  - The property is leased and the work is needed to comply with the lease requirements and to avoid a dilapidations claim at the end of the lease

RM4 To have a full funded repair and maintenance programme

- Although the maintenance backlog is reducing in some areas it is acknowledged that current budgets (see section 3) are insufficient to meet future needs.
- Challenge of the use of property and reduction in the number of assets will assist in the future but still a review of funding will need to be looked at.

- Once the direction and long term plan is produced showing which assets are to be retained and the expenditure needed to make them fit for purpose then the funding needs will be known.
- Bids can then be made for internal and external revenue and capital funds.
- Another source of funding especially for historic buildings is to work with established partners, such as York Conservation Trust, who have access for capital funds which are not available to the council.
- If each years needs cannot be fully funded then the Corporate Landlord, through the Corporate Asset Management Group, should consider the priorities and recommend an expenditure plan to the Executive for approval.

RM5 To increase the planned maintenance/reactive maintenance split to 70/30

- The latest set of performance indicators (see sections 3 and 4 and Annex 2) show that overall the current split is 60/40 although there are large variations between the service areas.
- By adopting the above aims and priorities the reactive side of maintenance should reduce although there will always be a need to respond to un-planned situations and failures. By looking ahead and focusing on the retained properties, planning the maintenance to make 'fit for purpose' and by accessing additional funds to meet the planned needs this target should be able to be achieved. A good current example of this is the strategy currently operating in the HRA assets (see section 3) and this will be a good model to aspire to.

RM6 To ensure Best Value principles are followed in any repair and maintenance expenditure

- As available funds are limited and likely to be so in the future then it is the Corporate Landlord's role to ensure that all expenditure obtains a maximum return in terms of meeting corporate objectives by prioritising land and buildings which the council can deliver its service from.
- This is done by, as already mentioned
  - overall co-ordination of expenditure
  - existing funds are only spent on identified retained assets unless there is a good reason otherwise
  - maintenance of accurate records on Technology Forge System or similar to identify the areas of greatest need
  - Assist services in seeking external and internal funds through bids
- In addition there is a need to have overall control of the procurement process to ensure any economies of scale can be obtained by packaging work and letting term contracts over more than one year and also co-ordination of repair programme at individual properties so minimum disruption to the service.
- The Corporate Landlord should also ensure that the aims and priorities contained in this strategy are followed by all Council services, including occupiers such as schools where revenue and capital budgets are delegated. This will need good communication and sharing of information between budget holders and the Corporate Landlord and also the opportunity for the Corporate Landlord to challenge the use of these limited budgets by the service or occupier. This will be achieved by having repair and maintenance issues as a regular item on the Corporate Asset Management Group agenda

RM7 To minimise the councils 'exposure' to asbestos, legionella and other hazardous material

- This is an area already controlled across the council by the Corporate Landlord. Advice on dealing with the issues that arise are produced from Property Services and corporate budgets are maintained by the Corporate Landlord and used according to need.
- This policy must continue and additional budgets applied for to eradicate the presence of these risks or as a minimum to ensure they are adequately managed.
- Presence of such materials should be an important factor in the labelling of buildings and deciding on their future (see RM3).

RM8 To ensure all work carried out results in the Councils land and buildings being left in a sustainable condition

- This links directly to the overall objective of all property assets being fit for purpose as part of this is to have land and buildings which will have an economic future in terms of repair needs over the expected length of service delivery from this location and also meet other sustainable criteria in terms of condition and use

### **3. CURRENT SITUATION**

3.1 Dealing with repair and maintenance of the council's diverse asset base is an authority wide issue. Whilst the Corporate Landlord is aware of the backlog and resulting issues and priorities the current strategy does have variations.

3.2 Annex 2 details current condition, required maintenance and spend across the council. This information is reported to Members annually as part of the Property National Local Performance Indicators.

#### **3.3 Corporate Land and Buildings**

3.3.1 These are managed more actively by the Corporate Landlord in partnership with Council Service representatives and a rolling 5 year programme of condition surveys ensures regular checks of the assets are carried out.

3.3.2 Whilst individual services are responsible for their own budgets and expenditure, over the last 5 years the Corporate Landlord has had a central corporate repair budget which it has used, through consultation with the services, to assist in improving the condition of retained assets – in line with the principles of RM3. Initially the Corporate Landlord was given £1.4m in 2002 as a result of the issue being raised in an earlier Corporate Asset Management Plans to improve condition and accessibility of buildings. The current budget is £250k p.a. which is not adequate and so is used often only on high priority cases.

3.3.3 Partnership working between the Corporate Landlord and service areas is increasing and the benefits can be seen in a decreasing backlog of 20% in the last year. This is partly due to good use of maintenance spend and also asset rationalisation, again done in a Corporate Landlord/Service Area Partnership.

### 3.4 Housing

The strategy for the council housing portfolio is operated in a different way as all repair and maintenance is linked to the modernisation programme which is based on government lifecycles or building components and condition and so components are replaced with a modern equivalent before the end of their lifecycle. Therefore, there is no quantifiable repair backlog although, as can be seen from the PI information expenditure is at a high level.

### 3.5 Education

Condition surveys are updated annually and form an element of the prioritisation for the schools' capital programme in line with the corporate and DCSF policies of taking a strategic whole school approach rather than 'patch and mend'.

The Directorate has a Performance Indicator that measures the number of schools with a D (defined as 'bad – life expired and/or serious risk of imminent failure') rating recorded for any condition element and has a target of 3 schools for the current year. Urgent items are dealt with either by the school using its own Devolved Formula Capital (DFC) or by the LA through AMP Priorities, a funding stream approved by Members for this purpose as part of the capital programme.

### 3.6 Highways

The condition of highways and the public's satisfaction with the state of the carriageways and footways is reported annually to the City Strategy EMAP.

## **4. PERFORMANCE MEASUREMENT**

4.1 Annex 2 sets out the current National Performance Indicator (NAPPMI 1) which is reported for condition and maintenance across the council. This is the first year that figures have been reported in this format and detail although the council has collected and reported similar information on the previous basis of calculation required by Central Government.

4.2 There have also been other indicators collected by individual service areas and these are set out below.

4.3 This data will continue to be collected and reported on an annual basis both in service area reports and also the report on the Corporate Asset Management Plan.

4.4 It is suggested that targets are also set in relation to this strategy which can also be reported on.

These are as follows:-

### Corporate Land and Buildings

- Reduce the outstanding repair backlog by 10% p.a. (2006/7 figure 10.66%)
- Have all buildings with public space fully accessible within 5 years (2006/7 figure %)

- Within 5 years have only buildings with no asbestos or other hazardous materials present or, where they are present, have it managed within legislative requirements and guidelines (figures to be collected for 2007/8)
- Achieve within 3 years the 70/30 split of planned/reactive maintenance and then stay at that split (2006/7 figure – 60/40 split)
- In 10 years all retained assets are at level B or better (2006/7 figure 37.2%)

### Highway Maintenance Performance Indicators and Targets

Indicator	Baseline Data	Headline Target	Monitoring Tools and methods
<b>Percentage of York's Principal Roads where structural maintenance should be considered (BVPI 223)</b>	2004/05: 41%	2010/11: 36%	SCANNER machine date on 50% of network (whole network but in one direction only)
<b>Percentage of York's Non-Principal classified road network where maintenance should be considered (BVPI 224a)</b>	2004/05: 18.83%	2010/11: Target will be set in 2006 when full baseline data available due to change in monitoring method	SCANNER machine date on 50% of network (whole network but in one direction only)
<b>Percentage of York's Unclassified Road network where maintenance should be considered (BVPI 224b)</b>	2004/05: 15.2%	2010/11: Target will be set in 2007 when full baseline data available due to change in monitoring method	Annual coarse visual inspection survey on 25-33% of the network
<b>Percentage of Cat 1, 1a and 2 Footways where structural maintenance should be considered (BV187)</b>	2004/05: 15.8%	2010/11: 15%	Annual detailed visual inspection of 50% of the network
<b>Bridge Condition Index</b>	2005/06: 75% 'good condition' 25% 'fair condition'	2010/11: 75% 'good condition' 25% 'fair condition'	Baseline from general inspections, future data from principal inspections

### Housing Stock

- %ge of urgent repairs completed on time
- %ge of properties receiving a 12 month landlord's gas safety inspection

### Schools

- Number of schools with D rating for any condition element

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## ANNEX 2

PERFORMANCE INDICATOR 1 – REPAIR AND MAINTENANCE  
BACKLOG

## A CORPORATE LAND AND BUILDINGS AND SCHOOLS

CIPFA Category		Schools	Operational Land & Buildings (see separate sheet for breakdown)	Community Assets	Non Operational Property	TOTAL					
1A	% Gross internal floor-space in condition categories A - D	A	7.13%	21.91%	34.67%	0.00%	10.63%				
		B	18.96%	51.67%	35.50%	100.00%	26.61%				
		C	56.46%	19.46%	29.82%	0.00%	47.85%				
		D	17.44%	6.97%	0.00%	0.00%	14.91%				
1B i)	Total Cost	£32,417,722	£3,955,582	£136,027	£133,957	£36,643,288					
1B ii)	As a % in priority levels 1 - 3	1	0.36%	1.49%	0.80%	0.00%	0.48%				
		2	36.43%	53.91%	84.18%	26.32%	38.41%				
		3	63.21%	44.60%	15.02%	73.68%	61.11%				
1B iii)	Overall cost per m <sup>2</sup> GIA	£162.97	£67.05	£57.47	£165.47	£140.76					
1C	Annual % change over	10% decrease	17% decrease	No data available for	31% decrease	10.41% Decrease					
1D i)	Total Spend on maintenance in	£1,279,828.21	£1,759,458.73	£161,389.23	£421,617.20	£3,622,293.37					
1D ii)	Total spend per m <sup>2</sup> GIA	6.41	13.39	23.22	25.48	10.21					
1D iii)	% Split Planned/ Reactive	Planned	Reactive	Planned	Reactive	Planned	Reactive	Planned	Reactive	Planned	Reactive
		56.87%	43.13%	66.92%	33.08%	0.68%	99.32%	62.23%	37.77%	59.87%	40.13%

COMMITTEE/CATEGORY	PRIORITY (£)			
	Work Identified			Total
	1	2	3	
<b>OTHER LAND &amp; BUILDINGS</b>				
Youth Clubs	£0	£51,245	£259,245	£310,490
Libraries	£5,000	£50,350	£39,785	£95,135
Office/Admin Accommodation	£38,940	£1,281,150	£836,974	£2,157,064
Public Conveniences	£0	£3,750	£4,600	£8,350
Museums & Galleries	No information available			
Residential Homes/Day Centres	£8,400	£38,143	£486,217	£532,760
Park & Ride	No identified work (all repairs completed)			
Community Buildings	£50	£70,415	£57,522	£127,987
Sports Centres & Pools	£0	£520,100	£59,303	£579,403
Cemeteries/Crematoria	£0	£3,822	£7,283	£11,105
Other	£0	£32,444	£4,717	£37,161
Surplus	£5,000	£30,383	£60,744	£96,127
<b>TOTAL</b>	<b>£57,390</b>	<b>£2,081,802</b>	<b>£1,816,390</b>	<b>£3,955,582</b>

Definition of condition categories and priority levels

**A** Good – performing as intended and operating efficiently

- B** Satisfactory – Performing as intended but showing minor deterioration
- C** Poor – Showing major defects and/or not performing as originally intended
- D** Bad – Life expired and/or serious risk of imminent failure
- 1** Urgent works that will prevent immediate closure of premises and/or address an immediate high health and safety risk and/or remedy serious legislation breach
- 2** Essential work required within 2 years that will prevent serious deterioration of the fabric or services and/or address a medium health and safety risk and /or remedy minor legislation breach
- 3** Desirable work required within 3-5 years that will prevent deterioration of the fabric or services and/or address a low health and safety risk.

## **B HIGHWAYS AND INFRASTRUCTURE**

The approximate cost of bringing all grade 3 highway to grade 1 can be calculated as:

		<b>2006 grade 3 (%)</b>	<b>2006 grade 3 (km)</b>	<b>Cost £000</b>
<b>Carriageway</b>	<b>Principal</b>	15	10.8	3,068
	<b>Non principal</b>	14	22.8	5,146
	<b>Unclassified</b>	18	93.4	12,407
<b>Footway</b>		8	7	7,008
<b>Total</b>				27,629

There are also backlogs of work for other elements of the highway asset, particularly structures, street lighting, and drainage. To carry out overdue principal inspections of bridges is estimated to require £1m over the next 5 years, and to replace all concrete lighting columns beyond their design life is estimated to require investment of £7m.

### Definitions for highway condition grades.

#### **Grade 1**

A carriageway/footway offering good residual life reflecting new construction, recently repaired through resurfacing or reconstruction, or an older surface that is structurally sound. i.e. no maintenance works required for 5 years minimum.

#### **Grade 3**

Failure of the carriageway/footway either in part or whole offering little or no residual life. High cost to repair, could be dangerous and may require extensive basic maintenance until a scheme is completed. i.e. major maintenance works are required within 12 months

**ANNEX 3 - Selection of major projects  
with repair element**

Recent	Current	Future
<p><u>Corporate/Resources</u></p> <p>Repair and maintenance fund - spent over 4 years in collaboration with services on those assets identified for retention. Currently in excess of £1M spent</p> <p>Commercial portfolio - programme of repairs/refurbishment (e.g. at Hospital Fields Road, Shambles and Blossom Street) and sales of non-performing properties (e.g. 1-3 Monkgate, Borthwick Institute) reduced backlog by c. £1M)</p> <p>Sale of De Grey House and Rooms</p>	<p>Repair and maintenance fund - ongoing but much reduced funding available - currently £250K p.a.</p>	<p>Repair and maintenance fund - CRAM bid made for increased funding - £900K p.a. - potential for large impact on outstanding repairs when combined with other projects</p> <p>Commercial portfolio - focussing on sales of high liability properties such as Parkside Commercial Centre with self funded replacement facility. Condition survey programme may highlight further repairs</p> <p>Construction of new building at Hungate and sale/vacation of a number of properties will reduce maintenance backlog by £1.7M</p>
<p><u>LCCS</u></p> <p>PFI contract to provide new schools at Hob Moor - Primary and Oaks - St Barnabas and St Oswalds. Existing schools were demolished which reduced backlog by £xx</p>	<p>Acomb Library refurbishment/extension will reduce backlog by c£15K</p> <p>Yearsley Pool refurbishment will reduce backlog by c. £550K</p>	<p>Refurbishment/extension at York High and sale of Lowfields will reduce backlog by c. £1.5M</p> <p>New Manor and Joseph Rowntree Schools will eliminate backlog by c.£4M from sales of old schools</p> <p>New swimming pool at York High will eliminate backlog of at Edmund Wilson</p>

HASS

£1M upgrade to 2 elderly persons homes to make suitable for elderly mentally infirm, £330K upgrade/repair programme to remainder including fire safety works included spending £265K on repairs.

Disposal of Hebden Rise Day Centre reduced backlog by £300K

£1.4m Upgrade and expansion programme of Howe Hill Hostel including outstanding repairs of £200K

Housing modernisation programme has brought houses into good standard. Over £10M has been spent in last 2 years

City Strategy

Over £12.5M has been spent on the highways in the last 2 years on repair and maintenance

Improvements of £94K to 22 The Avenue including repairs of £10K

Current and future housing modernisation programmes will continue to improve housing standards. Proposed expenditure is £20M

Current highway programme is for £6m this year

Disposal of Huntington Road Day centre and Yearsley Bridge Centre will reduce backlog by £150,000

Planned budget for highways for next 3 years will be c. £18M which will reduce backlog



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**Executive****4 December 2007**

Report of the Head of HR Services

**Chief Officer Search and Selection Contract****Summary**

1. The purpose of this report is to decide on the award of the corporate contract for Chief Officer Search and Selection, following a full tendering process, as officers' recommendations are not to award the lowest cost supplier.

**Background**

2. This is the first corporate contract to be awarded for the search and selection of Chief Officers, and would replace the existing practice of obtaining separate quotes for each recruitment exercise carried out.
3. Consultants are used on all Chief Officer appointments, predominantly due to their search and technical assessment expertise. Their active teams of researchers and databases of candidate networks enables them to proactively target the much wider group of candidates who are not proactively seeking work elsewhere. Technical assessments for senior posts require expertise in executive assessment centre design, a skill set not usually found in an HR function, but common in the top search consultancies. This is carried out on a case by case basis, and decided by a member appointments panel.
4. The practice of obtaining separate quotes would have put the Council at risk of breaching the OJEU thresholds, if it had continued, hence the requirement to implement a contract for the search and selection of Chief Officers.
5. The process to date has been followed under Procurement guidance and is for a contract of 2 years with a possible extension of 2 years, subject to satisfactory performance. Included in the contract is an additional termination option if a managing partner or other significant individual left with a significant impact on the contract.
6. Eleven organisations submitted documentation for the pre qualification stage of which 4 were rejected. 7 organisations submitted a full tender,

of which following an initial evaluation weighted equally between commercial and technical criteria, Hays, Gatenby Sanderson and Veredus, were invited to present in front of group leaders.

7. The quality criteria were as follows:
  - General Compliance with Specification (20%)
  - Track Record of Appointment of Chief Officers (17%)
  - Search Credibility (15%)
  - Recruitment Advertising Experience (11%)
  - Knowledge of the Council (12%)
  - Relationship Management (15%)
  - Innovation and Contract Management (10%)
8. The costs for the various services offered were treated equally, although weighted in favour of the Search only costs, the key service which the Council would not have the capability to carry out on its own.
9. Following the final panel evaluation all results were input into the scoring model, the technical (quality) scoring from the initial tender evaluation counting for 40%, the commercial (financial) scoring from the initial tender evaluation counting for 40%, and the panel evaluation counting for 20%. The full evaluation scoring is to be found in the confidential annex.

## **Consultation**

10. The tendering specification was consulted upon by CMT, and three group leaders participated in the final panel evaluation.

## **Options**

### *Option A*

11. Option A is for members to choose the lowest cost supplier from the evaluation, in this case Hays Executive.

### *Option B*

12. Option B is for members to choose the supplier with the best combination of cost and quality from the evaluation, in this case Gatenby Sanderson.

## **Analysis**

13. Hays Executive were significantly cheaper than both Gatenby Sanderson and Veredus, as shown by the commercial evaluation scoring.

14. Under the technical (quality) evaluation, Hays Executive came out as the lowest scoring of the 3 organisations, both in the initial tendering exercise, and also in front of the presentation panel.
15. The technical criteria were carefully designed to ensure that the Council obtained the best possible candidates for Chief Officer posts. Although cost is a consideration, there are no fixed retainer fees, and monies would only be due when the Council decided to use the supplier's services for the appointment of a new Chief Officer. Spend may therefore be nil or only minimal over the course of the contract, depending on the number of Chief Officers to be recruited, and the range of services the Council decided to use for each exercise.
16. The key added value provided by the suppliers are their search systems and the candidate relationship management, essential at this level. Failure to appoint a supplier with the best possible ability to deliver this part of the contract would severely limit the number and calibre of applicants received for high profile Chief Officer roles as well as exposing the Council to the risk of a "poor fit".

### **Corporate Priorities**

17. Successful Chief Officer appointments will enable the delivery of all the Council's priorities.

### **Implications**

#### **Financial**

18. There are no immediate financial implications for the Council, as payment is only required per individual search contract, with no fixed retainer. If the Council does not recruit any Chief Officers over the course of the contract, no fee is required. The use of this contract would provide the Council with savings of approximately 20% on each Chief Officer appointment.

#### **Human Resources (HR)**

19. The successful appointment of Chief Officers is essential to the delivery of the Council's priorities.

#### **Equalities**

20. The use of external consultancies enables the Council to receive quality management information on applicants and potential applicants and will therefore allow us to improve the equalities profile of our Chief Officers.

**Legal**

21. This tendering exercise was carried out under the part B exemption clauses of the OJEU procurement regulations, and was necessary to avoid the Council being at risk of breaching OJEU thresholds. Procurement advice has been followed throughout the process.

**Crime and Disorder**

22. There are no crime and disorder implications.

**Information Technology**

23. There are no information technology implications.

**Property**

24. There are no property implications.

**Risk Management**

25. There are no known risks in the award of this contract.

**Recommendations**

26. Members are asked to approve Option B, the award of the contract to Gatenby Sanderson.

Reason: To award the contract to the highest combined scorer, taking into account commercial and technical considerations.

**Contact Details**

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**Chief Officer Responsible for the report:**

Chris Tissiman  
Head of HR Services

**Report Approved**

**Date** 21 November 2007

Heather Rice  
Director of People and Improvement

**Report Approved**

**Date** 21 November 2007

**Specialist Implications Officer(s)**

Procurement Implications

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

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

**Background Papers:**None

**Annexes:**

**Annex A: Confidential Commercial Costings and Evaluation Scoring**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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