



## 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, 18 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 17 December**, if an item is called in *before* a decision is taken, *or*

**4:00 pm on Thursday 20 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. Minutes** (Pages 3 - 10)

To approve and sign the minutes of the meeting of the Executive held on 4 December 2007.

**3. Public Participation**

At this point in the meeting, members of the public who registered their wish to speak regarding an item on the agenda or an issue within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday 17 December 2007.**

**4. Executive Forward Plan** (Pages 11 - 14)

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

**5. Minutes of Economic Development Partnership Board** (Pages 15 - 24)

This report presents the minutes of the 25 September meeting of the Economic Development Board and asks Members to consider the advice given by the Board in its capacity as an advisory body to the Executive.

**6. Affordable Housing Policy Review** (Pages 25 - 42)

This report reviews the current position on affordable housing policy in York and asks Members to agree that the information contained in the report be fed into the Local Development Forum policy review process.

**7. Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the City – Update** (Pages 43 - 56)

This report provides an update on the Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the City, including additional information requested by the Executive when they endorsed the Strategy in September 2007.

**8. Carbon Management, Energy and Sustainability – Funding Mechanism** (Pages 57 - 74)

This report outlines the inter-relationships between: managing targets for carbon emissions; energy and water consumption and conservation; sustainability in design and construction, and suggests a funding mechanism for investment in all three of these areas.

**9. City of York Council Response to the Secretary of State on the Proposed Changes to the Regional Spatial Strategy** (Pages 75 - 126)

This report seeks endorsement of a suggested response from the Council to the Secretary of State's Proposed Changes to the Draft Revised Regional Spatial Strategy (RSS), to be submitted to the Secretary of State by 21<sup>st</sup> December.

**10. Future Working Arrangements for the City Centre Partnership** (Pages 127 - 154)

This report sets out options and proposed actions for sustaining the activities of the City Centre Partnership, following the decision not to proceed with the establishment of a Business Improvement District (BID) at the present time.

**11. Service Level Agreement between City of York Council and the new Single Tourism Organisation for York** (Pages 155 - 172)

This report seeks Member approval for the terms of a Service Level Agreement between the City of York Council and the new Single Tourism Organisation (working title: 'Visit York'), setting out the Council's priorities for action and committing resources to the new company.

**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 সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550।

*Yeteri kadar önceden haber verilmesi koşuluyla, bilgilerin terümesini hazırlatmak ya da bir tercüman bulmak için mümkün olan herşey yapılacaktır. Tel: (01904) 551 550*

我們竭力使提供的資訊備有不同語言版本，在有充足時間提前通知的情況下會安排筆譯或口譯服務。電話 (01904) 551 550。

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

---

MEETING	EXECUTIVE
DATE	4 DECEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), ASPDEN, SUE GALLOWAY, JAMIESON-BALL, RUNCIMAN, SUNDERLAND, VASSIE AND WALLER
APOLOGIES	COUNCILLOR REID

---

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

### **108. 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.

### **109. EXCLUSION OF PRESS AND PUBLIC**

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

- 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, which is classed as exempt under paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

### **110. MINUTES**

RESOLVED: That the minutes of the Executive meeting held on 20 November 2007 be approved and signed by the Chair as a correct record.

### **111. PUBLIC PARTICIPATION**

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

**112. 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.

**113. MINUTES OF THE SOCIAL INCLUSION WORKING GROUP AND THE YOUNG PEOPLE'S WORKING GROUP**

Members considered a report which presented the minutes of the Social Inclusion Working Group (SIWG) meeting held on 19 September 2007 and the Young People's Working Group (YPWG) meeting held on 9 October 2007.

There were no resolutions in the minutes which required the specific approval or endorsement of the Executive. However, Members' attention was drawn to the comments of the SIWG on the report of the Future York Group and the advice of the YPWG in respect of the Young People's Champion selection process. The latter had been reported to the meeting of the Executive Member for Children's Services and Advisory Panel on 15 October 2007.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the minutes be noted.

(ii) That, in future, draft minutes of Working Groups requiring Executive endorsement be submitted as soon as they become available.

(iii) That Officers be asked to take into account the comments of the Social Inclusion Working Group on the Future York report, especially those covering employability, disparity of income and worklessness.

(iv) That the support being given to the Disabled People's Forum be welcomed.

(v) That the decision of the Young People's Working Group (YPWG) to proceed with the election of a Children and Young People's Champion, using York College and all primary and secondary schools in the City, be welcomed.

(vi) That the decision from the YPWG that the Champion should preferably not be a member of the Executive or Shadow Executive be noted.

REASON: In accordance with the requirements of the Constitution in relation to the role of Working Groups and to avoid delays in addressing issues.



Action Required

1. Ensure draft minutes of working groups submitted to Executive as soon as available.
2. Take into account comments of SIWG on Future York Report

GR  
JB**114. LORD MAYORALTY 2008/09***[See also under Part B Minutes]*

Members considered a report which asked them to decide which of the political groups should be invited to nominate the Lord Mayor for the 2008/09 Municipal Year and proposed an amendment to the current nomination policy.

The system for nominating the Lord Mayor was based on an accumulation of points determined by the number of seats held by each political group on the Council. It was proposed to amend the current policy, agreed by Members on 5 January 1996, to permit a group which lost all its seats on the Council to hold over any unspent points it had accumulated up to that time until it once again gained seats on the Council.

The report set out the number of points which would be accumulated by each group under the existing and revised policies. In each case the Labour Group, with a total of 36 points, would qualify to nominate the Lord Mayor for 2008/09. However, the Conservative Group would only qualify for points under a revised policy Members were asked to decide whether they wished to amend the policy (Option 1) or to make no amendments (Option 2).

Members noted that the points totals recorded in the report were incorrect. Under the proposed scheme the correct calculation would be as follows:

PARTY	POINTS FOR 2007/2008	LOSS FOR LM	POINTS FOR 2008/2009
<b>Labour</b>	<b>18</b>		<b>18 + 18 = 36</b>
<b>Lib Dem</b>	<b>34</b>	<b>-47</b>	<b>34 - 47 + 19 = 6</b>
<b>Green</b>	<b>8</b>		<b>8 + 2 = 10</b>
<b>Conservatives</b>	<b>21 points carried forward from 2003</b>		<b>21 + 8 = 29</b>

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That the Labour Group be invited to nominate the Lord Mayor for the 2008/09 Municipal Year.

REASON: In accordance with the agreed points system and to ensure that the Council secures the necessary leadership to undertake its civic functions

**115. TRANSFORMATION OF TRANSPORT SERVICES**

Members considered a report which provided an update on progress made on the transformation partnership set up to improve the Council's internal transport provision, improve service quality and make efficiency savings.

Kendric Ash (now Northgate Kendric Ash, or NKA) had been appointed as the Council's transformation partner for a 30 month period from April 2007. The partnership covered the delivery of both contracted and internally provided transport in the areas of mainstream home to school transport, Special Educational Needs transport, transport for 'looked after' children and transport for adults with learning and physical disabilities.

The report outlined the operational arrangements under the NKA model, together with progress on key work streams and outstanding issues still to be dealt with. It confirmed that the project was on course and expected to produce over £800k in gross savings over the life of the partnership, with annual net savings of over £650k after that.

Members welcomed the report and thanked the Officers and Consultants involved in the partnership. They commented that it was important to keep a tight control on budgetary issues and the method of allocating any savings, also to keep the project under review in order to monitor quality and ensure the maintenance of best value.

Having noted the comments of the Shadow Executive, it was

RESOLVED: That the progress on this project be noted.

REASON: In accordance with Council requirements to keep Members informed on the progress of major projects.

**116. REPORT OF THE FUTURE YORK GROUP**

Members considered a report which provided a briefing on consultation undertaken following receipt of the Future York Group Report and made recommendations for the Council, working in partnership with others, to adopt in response to the Report.

The Future York Group had been commissioned by the Council to undertake an independent strategic review of the local economy, following a series of announcements regarding job losses in the City. The resulting Report had been made widely available since it was handed over to the Council on 12 June. Progress on the Group's key recommendations was set out in paragraph 5 of the report to the Executive. Suggested responses to each recommendation, detailing action to be taken, how, when and by whom, were outlined in an attached framework document.

This would be used to ensure that action continued to be taken and progress monitored.

Further work requested on the environmental implications of the Report had been undertaken by the Sustainability team in City Strategy. Details were annexed to the report in a document entitled 'Footprint Response to the Future York Report'.

With reference to the comments made on the Report at the Executive meeting on 10 July, Members agreed a set of revised comments, details of which are included in the table attached as Annex 1 to these minutes.

It was noted that the Shadow Executive had not submitted any detailed comments on this item.

RESOLVED: That the actions set out in paragraph 5 of the report and in the framework attached to the Officer report be agreed as a response to the Future York Group Report.

REASON: To help shape the effectiveness of future action.

Action Required

Give priority in resource allocation to those issues highlighted by Members.

JB

**117. REDUCING THE MAINTENANCE BACKLOG**

Members considered a report which sought their approval for a proposed strategy to use the limited revenue and capital resources available to deal with the substantial repair and maintenance backlog on the Council's corporate land, buildings and highways.

Although levels of outstanding repair and maintenance had reduced slightly in recent years, they were still very high, as revenue budgets were often only sufficient to deal with urgent repairs. More recently, capital funds had been allocated to deal with this issue, but there had been no overall structured approach across the Council. A Repair and Maintenance Strategy would help the Council to deliver its corporate priorities and meet CPA requirements. A draft Strategy, developed by the Corporate Asset Management Group, was attached as Annex 1 to the report.

Members were asked to decide whether to adopt the proposed Strategy, as recommended (Option A) or to continue with current arrangements and not adopt the Strategy (Option B). The latter was not recommended, as the lack of co-ordination on limited budgets would mean that Best Value would not be achieved and the CPA requirement for level 3 judgement - to develop and implement a Repair and Maintenance Strategy - would not be met.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That Option A be agreed and the 10-year Corporate Repair and Maintenance Strategy with performance indicators, detailed at Annex 1 to the report, be approved.

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

(ii) That, during the annual budget build process, the appropriate level of annual revenue and capital repair and maintenance resources to assign, in order to ensure the achievement of the objectives and priorities set out in the Strategy, be considered.

REASON: To ensure that the Strategy is effective and achievable within the 10-year timescale.

Action Required

Ensure assignment of resources to Strategy considered during Budget process. SA

**118. CHIEF OFFICER SEARCH AND SELECTION CONTRACT**

Members considered a report which asked them to decide upon the award of the corporate contract for the search and selection of Chief Officers, following a full tendering process.

The decision to award a contract for this purpose had been taken to remove the risk of breaching the OJEU thresholds under the current practice of obtaining separate quotes for consultants. Seven organisations had submitted a full tender for the contract, of which three – Hays, Gatenby Sanderson and Veredus - had been invited to present in front of Group Leaders. Detailed results of the evaluation of these three tenders were set out in an exempt annex to the report (Annex A).

Members were asked to consider the following options:

**Option A** – choose the lowest cost supplier of the three (Hays Executive);

**Option B** – choose the supplier with the best combination of cost and quality (Gatenby Sanderson). This was the recommended option.

Having noted the comments of the Shadow Executive, it was

RESOLVED: (i) That Option B be agreed and the contract awarded to Gatenby Sanderson.

REASON: So that the contract is awarded to the highest combined scorer, taking into account commercial and technical considerations.

(ii) That Officers be asked to bring forward proposals clarifying the circumstances in which the Council will seek to utilise the services of the recruitment consultants.

REASON: To ensure that consultants are used only in appropriate circumstances.

Action Required

Bring forward proposals clarifying circumstances in which recruitment consultants will be used. GR

**PART B - MATTERS REFERRED TO COUNCIL**

**119. LORD MAYORALTY 2008/09 [RECOMMENDATION TO COUNCIL]**

*[See also under Part A Minutes]*

Members considered a report which asked them to decide which of the political groups should be invited to nominate the Lord Mayor for the 2008/09 Municipal Year and proposed an amendment to the current nomination policy.

The system for nominating the Lord Mayor was based on an accumulation of points determined by the number of seats held by each political group on the Council. It was proposed to amend the current policy, agreed by Members on 5 January 1996, to permit a group which lost all its seats on the Council to hold over any unspent points it had accumulated up to that time until it once again gained seats on the Council.

The report set out the number of points which would be accumulated by each group under the existing and revised policies. In each case the Labour Group, with a total of 36 points, would qualify to nominate the Lord Mayor for 2008/09. However, the Conservative Group would only qualify for points under a revised policy Members were asked to decide whether they wished to amend the policy (Option 1) or to make no amendments (Option 2).

Members noted that the points totals recorded in the report were incorrect. Under the proposed scheme the correct calculation would be as follows:

PARTY	POINTS FOR 2007/2008	LOSS FOR LM	POINTS FOR 2008/2009
<b>Labour</b>	<b>18</b>		<b>18 + 18 = 36</b>
<b>Lib Dem</b>	<b>34</b>	<b>-47</b>	<b>34 - 47 + 19 = 6</b>
<b>Green</b>	<b>8</b>		<b>8 + 2 = 10</b>
<b>Conservatives</b>	<b>21 points carried forward from 2003</b>		<b>21 + 8 = 29</b>

Having noted the comments of the Shadow Executive, it was

RECOMMENDED That Option 1 be approved and the current policy amended to clarify that a group which loses all its seats on the City Council will have any accumulated points frozen until seats are once again won by that group on the Council.

REASON: In order to formalise an assumption that was made, but not fully recorded, when the points system was originally introduced.

S F Galloway, Chair

[The meeting started at 2.00 pm and finished at 2.40 pm].

**EXECUTIVE FORWARD PLAN**

<b>Table 1: 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
<p><b>Review Report – Finding a consensus on the way forward for the city (Part 2)</b></p>	Heather Rice	Executive Leader

<i>Review report will look at development of devolved decision making arrangements for local communities and capacity building for the voluntary sector.</i>		
--	--	--

<b>Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 29 January 2008</b>		
<b>Title &amp; Description</b>	<b>Author</b>	<b>Portfolio Holder</b>
<p><b>Review Report – Housing (Estate Management)</b></p> <p><i>Review Report will recommend how we could adopt a more comprehensive approach to estate micro management, giving tenants more influence on their local neighbourhood. It will address options for the further integration of all Council services at estate and neighbourhood level to ensure a holistic approach with greater tenant participation, support for vulnerable tenants and measures to deal with bad neighbours.</i></p>	Bill Hodson	Executive Leader
<p><b>Annual Governance Statement</b></p> <p><i>Purpose of report: New legislation requires the Council (under the Accounts &amp; Audit Regulations) to prepare and publish an Annual Governance Statement. The AGS replaces the Statement of Internal Control.</i></p> <p><i>Members are asked to note this new requirement and approve the contents of the report.</i></p>	Liz Ackroyd	Executive Member for Corporate Services
<p><b>Administrative Accommodation Review: End of Stage Update Report</b></p> <p><i>To advise Members of completion of Stage 3 of the Admin Accom Review (Finance, Timeframes, Risk &amp; Performance of Work Streams) and identify objectives for Stage 4.</i></p>	Maria Wood	Executive Member for Corporate Services
<p><b>Future of City Archives Service</b></p> <p><i>Purpose of report: The report will update Members on options for future development of the City</i></p>	Charlie Croft	Executive Member for Leisure & Culture



<p><i>Archive service over the next 20 years.</i></p> <p><i>Members are asked to: Consider options that they wish to see further developed.</i></p>		
<p><b>Revised Framework Agreement – Derwenthorpe</b></p> <p><i>Purpose of report: To advise Members of the revised terms.</i></p> <p><i>Members are asked to: Approve revised terms.</i></p>	Bill Woolley	Executive Member for City Strategy
<p><b>Establishing an Integrated Youth Service for York</b></p> <p><i>Purpose of report; To confirm final arrangements for transferring the Connexions service to City of York Council from April 2008.</i></p> <p><i>Members are asked to:</i></p> <ol style="list-style-type: none"> <li><i>1) Approve the transfer of staff and assets;</i></li> <li><i>2) Review the detailed arrangements as recommended by EMAP.</i></li> </ol>	Paul Murphy	Executive Member for Children’s Services
<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

**Table 3: Items slipped on the Forward Plan with the agreement of the Group Leaders**

Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p><b>Review Report – Finding a consensus on the way forward for the city (Part 2)</b></p>	Heather Rice	Executive Leader	18 December 2007	15 January 2008 (as indicated in Table 1)	To allow the Group Leaders to consider the report prior to formal publication

<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>					
<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>	<p>Simon Wiles</p>	<p>Executive Member for Corporate Services</p>	<p>18 December 2007</p>	<p>29 January 2008 (as indicated in Table 2)</p>	<p>Deprioritised due to other higher priority work commitments</p>



---

**Executive**

**18 December 2007**

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

**Minutes of the Economic Development Partnership Board**

**Summary**

1. This report presents the minutes of the September meeting of the Economic Development Board and asks Members to consider the advice given by the Board in its capacity as an advisory body 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:
  - 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 Economic Development Partnership Board meeting held on the 25 September 2007 (Annex A). There are currently no minutes available from meetings of the LDF Working Group that have not already been referred to the Executive.

### **Consultation**

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

### **Options**

6. Options open to the Executive are either to accept or to reject any advice that may be offered by the Economic Development Partnership Board, 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 the Board's comments in respect of:
  - a. The Report of the Future York Group (Minute 11)
  - b. The Development of an Anti-Poverty Strategy (Minute 12)
  - c. The Development of a Skills Strategy for York (Minute 13)

### **Corporate Priorities**

8. The aims in referring these minutes accord with the Council's corporate values to provide strong leadership in terms of advising these bodies on their direction and any recommendations they wish to make.

### **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 Economic Development Partnership Board.

### **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** 3.12.07.

**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 Economic Development Partnership Board held on 25 September 2007.

### **Background Papers**

Agenda and associated reports for the above meeting (available on the Council's website).

This page is intentionally left blank

## City of York Council

## Minutes

---

MEETING	ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
DATE	25 SEPTEMBER 2007
PRESENT	COUNCILLORS STEVE GALLOWAY (CHAIR), KIRK, ALEXANDER, SCOTT, TAYLOR, FRASER (SUBSTITUTE) AND HUDSON (SUBSTITUTE)  JEZ WILLARD (RETAIL SECTOR), MR LEN CRUDDAS (CHAMBER OF COMMERCE), MR MIKE GALLOWAY (EDUCATION/LIFELONG LEARNING PARTNERSHIP), PROF TONY ROBARDS (UNIVERSITY OF YORK) AND JULIE HUTTON (YORKSHIRE FORWARD)
APOLOGIES	COUNCILLOR CEREDIG JAMIESON-BALL, COUNCILLOR JANET LOOKER, MR ANDREW SCOTT (FIRST STOP YORK TOURISM PARTNERSHIP), MR BRIAN ANDERSON (TRADES UNIONS), MR KEVIN MOSS (FINANCE SECTOR) AND MR MARK SESSIONS (MANUFACTURING SECTOR)

---

**7. DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they may have in the business on the agenda.

Cllr Fraser declared a personal non-prejudicial interest in Agenda Item 6 Report of the Future York Group (minute 11 refers) as a member of the retired section of Unison and the TGWU.

Cllr Kirk declared a personal non-prejudicial interest in Agenda Item 7 Development of an Anti-Poverty Strategy (minute 12 refers) as an employee of the Joseph Rowntree Foundation.

**8. MINUTES**

RESOLVED : That the minutes of the meeting held on 19 June 2007 be approved and signed by the Chair as a correct record.

**9. PUBLIC PARTICIPATION**

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

## 10. PROGRESS ON KEY ISSUES

Members considered a report which briefed board members on issues and progress on key areas of economic development activity in the past six months, since the previous update in March.

Members received updates on the following areas:

- Tourism
- Rail related issues
- Science City York (SCY), including SCY organisational structure going forward, Northern Way Bid, BA Festival of Science 2007, National Science Cities Development Group, and Skills Development and STEM
- York Training Centre
- City Centre Partnership Limited
- Future Prospects
- York Business Survey

The following points were raised:

- The methodology used for ascertaining the age profile of visitors to York
- The nomination of contractors for Network Rail and the new service provider Grand Central
- The two year action plan for the York Training Centre

Annexes to the report gave details of performance indicator information in relation to business performance, business confidence, employment balance, improved business performance, unemployment in York, and key visitor trends.

Further information was distributed to Members entitled “York – The thriving City” detailing

- performance indicators regarding unemployment rates, number of new businesses, Gross Weekly pay for all full-time workers, percentage of York residents of working age achieving a first full level 2 qualification
- Local Area Agreement Measures relating to educational issues, earnings, benefit levels, and tourism

Members thanked officers for the encouraging report.

RESOLVED : That the report be endorsed and the Board’s input be noted.

REASON : To help shape the effectiveness of future action.

## 11. REPORT OF THE FUTURE YORK GROUP

Members considered an information report which briefed the Board on the final report of the Future York Group and sought its views on its main findings. It detailed the following four recommendations directly concerning the board:



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.

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.

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.

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.

The annex to the report detailed the response to the Future York Group report. Officers updated that this was a work-in-progress.

In connection to Recommendation 1, Members discussed the following:

- Future of this board in terms of membership
- Whether an independent Chair would be appropriate
- The need for the board to be more representative of the business community
- The need for trade union representative involvement
- The need for greater cohesion between different organisations in the city
- Input of the private sector
- What the group is trying to achieve and the outcome of this having an input into the decision on the composition of the group

Members requested that officers circulate prior to the next meeting proposals for the composition of this board.

RESOLVED :           (i) That the Boards comments above be noted;  
                             (ii) That proposals for a revised membership of this board be circulated to all Members prior to the next meeting, and that it be considered at the next meeting of this board.

REASON :               To help shape the effectiveness of future action.

## **12. DEVELOPMENT OF AN ANTI-POVERTY STRATEGY**

Members considered a report which provided information regarding the developing anti-poverty strategy and the response it received at the Without Walls Partnership at its meeting on 18 July 2007. Members were requested to agree the proposed steps suggested for implementation by

the Economic Development Unit to help reduce poverty. In addition Members were requested to endorse the proposed performance indicators that the Economic Development Unit could add to those of other partners as a means of measuring the progress of anti-poverty actions.

The proposals and measures, when added to those from partners, would form an action plan to support the delivery of the developing Anti-Poverty Strategy. This draft strategy was attached as Appendix 1 to the report.

The report presented six proposed actions and five proposed measures as detailed in paragraphs 26 & 27 of the report for endorsement by members.

Members discussed the promotion of lifelong learning, re-skilling, skills and inclusion, and the requirement for information regarding those who have been affected by job losses in York e.g. Nestle.

RESOLVED :           (i) That the comments of the board be noted;  
                             (ii) That the six proposed actions and five proposed measures be endorsed.

REASON :             To help shape the effectiveness of future action and make a positive input into the Anti-Poverty strategy.

### **13. DEVELOPMENT OF A SKILLS STRATEGY FOR YORK**

Members considered a report which provided interim information on the development of an adult skills strategy for York within the context of the Community Strategy (the Without Walls learning vision). It also reviewed the recommendations relating to the development of skills in the Future York Group Report, and explained that work is on-going to identify potential gaps between the strategies. The report detailed the learning vision for the City of York, details of York's Adult Learning and Skills Strategy 2007 – 2010. It also detailed a number of specific skill recommendations made in the Future York Group report in relation to the Council working with partners, these being:

- Increasing Further and Higher Education opportunities relevant to increasing economic activity.
- Increasing the proportion of the workforce with technical skills and the development of graduate placements (particular focus on the role of Science City York).
- Proactively develop an entrepreneurial workforce.
- Engage fully with local business.

Members discussed issues related to the low self-employment rate, reacting to changes in the economy, the difference between training schemes and what employers want from potential employees, and the importance of input from schools.

RESOLVED :           That the Boards comments as detailed above be noted.

REASON :             To help shape the effectiveness of future action.

Cllr SF Galloway

CHAIR

The meeting started at 6.00 pm and finished at 7.20 pm.

This page is intentionally left blank



---

**Executive**

**18 December 2007**

Report of the Director of City Strategy

## **AFFORDABLE HOUSING POLICY REVIEW**

### **Summary**

1. This paper reviews the current position on affordable housing policy in York and, specifically:-
  - sets out the housing market assessment and strategic context for housing policy in the Yorkshire & Humberside region and City of York local authority area;
  - looks at housing need, market demand and future growth in York;
  - reviews wider housing initiatives in York to increase affordable housing supply including maximising the use of existing social housing stock;
  - tracks the effectiveness of the 50% affordable housing policy target, approved by this Council in 2005;
  - considers recent and emerging applications for housing in York ;
  - looks at the performance of other authorities with similar characteristics of high house prices and low household incomes;
  - discusses the role of the private developer in York;
  - considers the role of the Council and other public sector bodies as landowners in helping to address affordable housing needs;
  - set out what types of affordable housing need to be built in York;
  - highlights the current statutory LDF programme and identifies it as the most appropriate vehicle properly consider and then, if necessary, progress any revisions to affordable housing policy;

### **Background**

2. The Policy Prospectus agreed by the four leaders following the May 2007 elections identified the following for the review of affordable housing:

*“The Review Report will look at the availability of affordable and social housing and the effectiveness of the 50% affordability planning rule.”*

3. This report seeks to address these issues. The Leaders Group approved it on the 23<sup>rd</sup> November 2007 to be presented to the Executive for further consideration.

## Consultation

4. The Council's 50% affordable housing policy was approved in April 2005 following extensive public consultation through the City of York Local Plan. It has also been through consultation as apart of the CYC Affordable Housing Advice Note July 2005.

## Options

5. Options are really restricted to setting an affordable housing target on private sites in the city of 40% or above. This is the *minimum* target which has been set through the Draft Regional Spatial Strategy (RSS) for Yorkshire and the Humber, 2005.

## Analysis

### Housing Market Assessment and Strategic Context

6. The City Council undertook a comprehensive assessment of market demand and housing need in 2006, with the final report submitted and approved by Members of the Local Development Framework Working Group in May 2007. Among the many findings, it concluded that the level of housing need in York is higher than almost any other area in the North of England (with house prices 28% above the regional average), that the most severe price increases have occurred for the less expensive 'starter home' house types (up by 242% since 1997), and that the typical house prices to earnings ratio in the city is extremely high at 8:1<sup>1</sup>.
7. The Local Government White Paper 2006 '*Strong and prosperous communities*' sets out a role for local government to take up an enhanced role as place shaper and leader of communities. Having a clear vision for the kind of housing that is appropriate for an area, and how it might be delivered, is an important component of a sustainable community strategy
8. Place shaping starts with creating a vision for how a place should look and feel, including creating attractive places and good quality affordable housing, in all tenures, that attract investment and workers for a vibrant economy. It is also about offering people opportunities and choices over where they live, creating high quality homes, enhancing peoples life chances, making positive impacts on health and well being, connections to skills, jobs and employment and an improved environment.
9. In July 2007 the Government published the Housing Green Paper '*Homes for the future – more affordable, more sustainable*'. The green paper sets out current government policy to increase the supply of housing, to provide well designed and greener homes supported by appropriate infrastructure and to provide more affordable homes to buy or rent. There has already been a 12%

---

<sup>1</sup> Strategic Housing Market Assessment (SHMA), Fordham Research June 2007, as part of City of York LDF Evidence Base

increase in the national affordable housing budget with a focus on delivery over the next 3 years. The Government has also announced access to £300 million through the Community Infrastructure Fund available for New Growth Points and Eco Towns and, for the first time, this included areas in the North. It is targeted at Councils able to support significant increases in housing and jobs in their areas, and York, through the Leeds City Region, has included York Northwest as a New Growth Point, which could deliver up to 4,300 new homes.

10. The Council, as strategic housing authority, has identified the need to “Improve the Quality and Availability of decent, affordable homes in the City” as one of its ten priorities for the next four years in its recently refreshed Corporate Strategy. An Improvement and Innovation Plan that is being led by the Head of Housing back this up.
11. In considering the Council's affordable housing policies, this wider strategic responsibility must be borne in mind. We have statutory duties to house homeless households (over 200 in the last year) and a supply of new affordable housing is a vital component in enabling us to do so. If the supply of new affordable housing is reduced then more homeless households will need to be housed in the council's existing stock and that of our housing association partners. This in turn risks residualising that stock and working against maintaining sustainable, mixed income communities.

#### The current LDF programme and Regional Spatial Strategy

12. The Strategic Housing Market Assessment provides an essential part of the evidence base of the City's Housing Strategy and Local Development Framework (LDF). It enables a greater understanding of the dynamics of the housing market, housing need and aspiration to be identified and the mix and types of homes required. The outcomes of the SHMA 2007 - which were reported to and approved by Planning Committee in September 2007 - are now being used for development control purposes in order to agree the most appropriate housing tenure, size and type on individual sites and also to influence housing and planning policy for the future.
13. The current 50% affordable housing policy for the city is set out in the Development Control Local Plan (2005) and a policy will be set out in the LDF Core Strategy, which will replace the Local Plan. This is currently at the Issues and Options stage. It should be adopted by 2009. This, together with the Regional Spatial Strategy (RSS), will form the statutory Development Plan for York.
14. As part of the joint Festival of Ideas 2, to inform the review of the Community Strategy and the LDF Core Strategy, public consultation took place between September and October this year. We included questions around our approach to affordable housing and the citywide questionnaire, which generated over 2300 responses, had a specific question about whether we should use a 50% affordable housing policy. The Core Strategy Issues and Options 2 document asked similar questions. Consultation feedback is now

being collated and will be analysed and reported back to the LDF Working Group early in the new year to inform the preferred approach we should take. The Executive will then need to consider the approach recommended. The comprehensive consultation included groups such as the Home Builders Federation, house builders and developers.

15. The LDF process is therefore the most appropriate forum to understand, discuss and revise affordable housing policy in the city. The information in this Affordable Housing Review Report will therefore be fed into that LDF process. The LDF will need to be in general conformity with the RSS when adopted.
16. The Draft RSS (2005) identified a requirement that local authorities should seek “over 40%” affordable housing in “areas of high need”. All the North Yorkshire authorities and York are identified as in areas of high need. The RSS Proposed Changes (2007) say that these are indicative and that the figures will need to be revised in the light of emerging Strategic Housing Market Assessments. York’s SHMA (2007) concludes that the Council’s 50% policy is supportable. Given the draft RSS policy and the findings of the SHMA, the debate in York should be around whether 40%, 50% or a figure in between is appropriate. It should not be around whether a lesser percentage is appropriate.

#### Housing need, market demand and future growth

17. Under the previous North Yorkshire Structure Plan and York Local Plan York was required to build 670 homes per year. This was less than the projected household growth at the time (700 new households per year) and reflected a policy of relative restraint given York's sensitive historic environment and Green Belt setting. In the draft Regional Spatial Strategy (2005) this requirement was reduced to 640 up to 2016 and to 620 from 2016 to 2021 - again to reflect environmental constraints. Since then, 2003-based household projections were published (2006), which showed significant projected growth in the number of households nationally, and in York (765 new households per year), due to a growing population, smaller households and people living longer.
18. The Panel who held the public examination into the draft RSS published their report in May 2007. They recommended that York accommodate 640 new homes per year from 2004-2011 and 850 per annum from 2011 to 2021. The Panel also concluded that, using the 2003-based household projections and projecting the last five years economic growth forward (Economic Scenario B), the housing requirement for York *could* be 984 dwellings per annum.
19. The Panel recommended an annual requirement for York at a mid-point between the figure in draft RSS (640 per annum) and the Scenario B 2003 based household projections (984 pa) - that is 850 dwellings per annum - in recognition that there could be difficulties in delivering the higher level figure whilst still safeguarding the historic character of York and its environmental constraints. They recommended that this requirement (for 850 dwellings per



year) start in 2008 rather than 2011. The more recent 2004-based household projections (2007) show significantly higher levels of household growth nationally and for York (1055 new households per year).

20. The 2007 Strategic Housing Market Assessment concludes that, to achieve a balanced housing market in York, 982 new dwellings would be required per annum. The fact that demand/need exceeds the RSS target is not necessarily a compelling argument for changing that target. Many other factors have to be borne in mind, including infrastructure constraints and the need to protect the character and setting of the city.

### Other key issues regarding the numbers

21. Household projections and the 'balanced housing market' figures are past trends carried forward and therefore represent an unconstrained demand and 'policy off' position. Strategic policy decisions through the RSS can lead to us being required to deliver more or less than this – taking local opportunities and constraints into account. The RSS housing numbers are not yet finalised. An appropriate level of housing needs to be set for York that meets the policy objectives of supporting the economy, and contributing to meeting market and affordable housing needs, but at a level which protects the character and setting of York. This is not just a matter of how much additional greenfield land will be required: it requires us to assess the capacity of York to accommodate additional growth in traffic and the likely effect on congestion.
22. The most recent information on potential housing land supply to inform the LDF process concludes that a significant element of the housing requirement to 2029 can be accommodated on recent major brownfield sites, greenfield sites with planning permission, together with an element of future windfalls. However, the Government Office in their October 30<sup>th</sup> response to our Core Strategy Issues and Options 2 consultation are saying that 2029 is not sufficiently long term for the York Green Belt given that other aspects of the LDF need to run to 2026 (to reflect the extended RSS timescales) and that the boundary should be sufficiently flexible to accommodate the possibility of increased housing numbers that might result from a possible further, partial RSS review to deliver the Government's new national housing target. The amount of additional greenfield land that may be needed therefore cannot be predicted with any certainty at this stage.
23. Another significant challenge will be achieving the necessary transport investment and infrastructure to support these higher levels of growth. Without that investment these higher levels of growth are not sustainable, given the existing congestion problems on significant parts of the highway network and projected future traffic growth. York signing up to higher levels of growth, including being part of the Leeds City Region New Growth Points bid, therefore needs to be heavily caveated with a requirement for significant additional transport investment being forthcoming.

Solutions also needed outside the planning system

24. With an overall likely RSS housing target for York to meet both market demand and affordable housing need (850 dwellings per year) and a 50% affordable housing policy which, critically, only applies to sites over a certain size threshold, at best we could deliver circa 300 additional affordable homes through the planning system each year. Over the past four years we have averaged 211 permissions so to achieve even the 300 homes figure is a considerable challenge. Nevertheless, it is through planning gain that the overwhelming majority of additional affordable homes are now delivered – an average of 79% over the past four years – so we need to maximise our opportunities whilst taking viability and developer profit considerations properly into account.
25. The affordable housing requirement using the CLG methodology is for 1218 affordable homes per year in York to tackle both newly arising and current housing needs - this illustrates that the solution to the affordable housing problem cannot come from the planning system alone
26. It is also clear that increasing the supply of homes will not have any appreciable difference on house prices, nor will it tackle the 8:1 average house price to income ratio average for York. York is in a high demand area, partly as a result of its proximity to Leeds and largely because it is an attractive place to live. High demand areas typically see significant levels of in-migration, as well as demand created by households moving within their area. It is also worth noting that new build each year represents less than 1% of York's total housing stock, and so will not dramatically affect the wider house price crisis.

Wider housing initiatives to increase affordable housing supply

27. The Council's affordable housing policy provides the single most important source of additional affordable housing. However, we have to acknowledge that, although it is vital we maximise the number of new affordable homes, they can only ever meet a small percentage of the housing need in the city. It is therefore essential that the Council ensure that other initiatives are pursued to make the most effective use of the existing affordable and private sector housing stock in the city.
28. Priorities we are pursuing include:
  - Ensuring the Council makes best use of opportunities to nominate tenants and purchasers to housing association homes.
  - Re-modelling of existing council and housing association homes to meet current need and aspiration (either through demolition or refurbishment) where these are unpopular or do not meet decent homes standards. Recent examples include Bramham Road shops and flats, Viking Road shops, the three Discus bungalow sites and converting bedsits to flats at sheltered housing schemes. This work is particularly important in light of the number of

family homes that have been sold under the right to buy and the disproportionate number of flats / bedsits in the CYC housing stock.

- Establishing partnerships and joint protocols with our partner housing providers to help meet our statutory duties to homeless households.
- Working with the private sector using our licensing and enforcement powers to improve the standard of housing in the rented sector.
- Working with both owner occupiers and Council tenants to ensure that changing needs due to a disability or caring responsibilities can be accommodated and met without the need to move to a new home.
- Reviewing our grants policy for owner-occupiers and encouraging the take up of Home Appreciation Loans to fund necessary repairs and improvements.
- Working with property owners to bring back empty properties into use and utilise our empty property grant to ensure that financial assistance enables properties to be let and managed by a housing association.
- Researching the level of under occupation of council homes and looking at incentives and assistance to encourage tenants to move to a different property. This includes supporting a bid for funding through the Golden Triangle Partnership.
- Support the work of the Golden Triangle Partnership in delivering a low cost home ownership scheme – Homebuy Plus - across the York, Harrogate and North Leeds districts. In the past year the scheme has enabled over 20 households, who otherwise could not access the housing market in York, to purchase a home on the open market.

### Effectiveness of the 50% affordable housing target in York

29. The 2002-07 district-wide Housing Needs Study (2002) concluded an annual affordable need for 950 homes per annum in York over 5 years. This need, using the same CLG methodology, has increased to 1,218 homes per annum between 2007 and 2012. In April 2005 Members approved an increase in the Local Plan affordable housing target from 25% to 50%, and a lowering of the urban threshold from 25 to 15 dwellings. This followed an analysis of what might be achieved through lowering thresholds and increasing affordable targets, and in acknowledgement of rapidly increasing house prices and a growing mismatch in the city between those increases and local incomes. By then York had been through 9 years with a 25% affordable housing provision.
30. There was a substantial increase in new housing applications of between 15 and 24 dwellings submitted (outside the site size requirement for affordable housing), just prior to the Committee approval of the Council's new affordable housing target and thresholds in April 2005 (more than double the average yearly rate<sup>2</sup>). This was expected and clearly sought to take full advantage of

---

<sup>2</sup> CYC Annual Housing Monitoring

the then 25% local plan policy. These applications have taken time to progress through to detailed reserved matters and completion. Some of the outline applications have yet to proceed from outline to full planning application (there is a 3 year period allowed in which to progress).

31. Just as happened when the 25% policy was introduced in 1996, a period of transition has been evident in York during the last 2 years as house builders and their consultants take time to persuade landowners that they must be prepared to lower their land value expectations in order to be able to sell their land with the benefit of planning permission. Land banking, as landowners hold onto their land with the hope that it will increase in value at some point in the future, is a very real threat but there is good reason to believe that this threat will gradually disappear. The issue of land banking is not unique to York and a recent national study commissioned by the Royal Town Planning Institute revealed land banking to be a significant national problem in delivering the government's housing agenda and is something that the government recognises will need to be addressed.
32. Sometimes, through detailed and assessed viability appraisals revealing unexpected costs of remediation, there will in fact be justifiable reasons for not meeting the 50% target, and reasonable levels will be agreed accordingly. These are generally on the more complex city centre or brownfield sites where there are often high costs of decontamination and servicing which cannot always be fully identified and quantified in site acquisitions. Decisions may also need to be taken to choose between actively pursuing the regeneration of run-down areas and accepting lower affordable housing offers, or waiting on grant assistance and developers with lower expected returns and higher affordable offers.
31. There are an increasing number of sites emerging, which will realise affordable housing percentages of between 40 and 50% within the next year. There are also an increasing number of smaller applications in the city, which have already achieved 50% affordable housing or just under.
33. Table 1, below, shows the overall picture in terms of planning permissions and affordable housing percentages. It can be seen that there has been no strangulation of permissions coming forward since 2005 (they have increased in fact), and affordable numbers and percentages are increasing.
34. It is important to note that many sites do not qualify for an element of affordable housing because they are below the site size thresholds at which affordable housing provision can be required (there are also different size thresholds for rural and urban areas). This follows national policy, but will be reviewed through the current LDF (Core Strategy) programme. Recent national guidance (PPS3, November 2006) is now saying that, whilst the national indicative minimum site size threshold is 15 dwellings, local planning authorities can set lower minimum thresholds, where viable and practicable, including in rural areas. The statement goes on to say that this could include

setting different proportions of affordable housing to be sought for a series of site-size thresholds over the plan area<sup>3</sup>.

TABLE 1

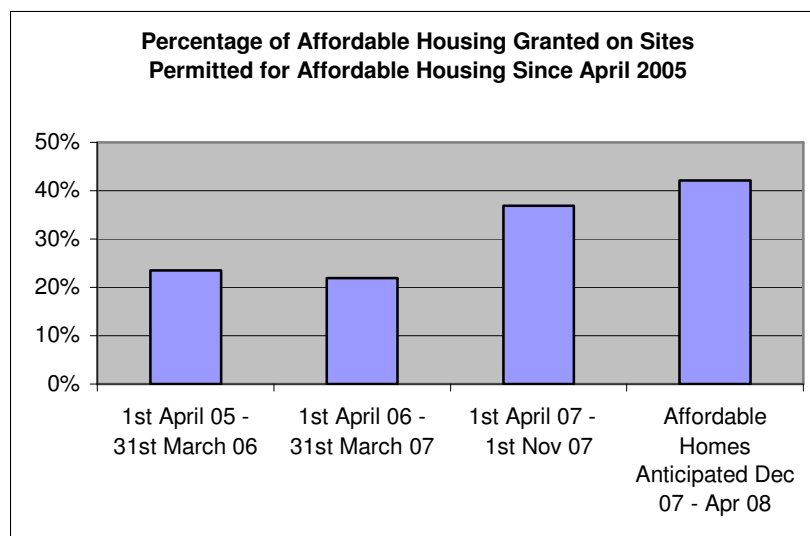
	No. of homes granted pp (Gross)	No. of homes on qualifying sites	Potential Affordable Housing Provision	Potential Affordable Housing Provision as a % on qualifying sites (1)	Actual Affordable Housing Provision	Actual Affordable Housing Provision as a % on qualifying sites
01/04/05 – 31/03/06	1,255	898	519	57.80%	211	23.50%
01/04/06 – 31/03/07	1,359	1,086	577	53.10%	238	21.90%
01/04/07 – 01/11/07	1,698	1,398	724	51.80%	516	36.90%
<b>Totals</b>	<b>4,312</b>	<b>3,382</b>	<b>1,820</b>		<b>965 (2)</b>	

**Notes**

(1) Potential affordable percentages are given as higher than 50% overall because there are some RSL-owned sites, which achieve 100% affordable housing.

(2) If all sites within village locations that have gained permission since April 2005 had maximized their potential for affordable housing (2 homes rather than 1), 46 additional affordable homes could have been provided over the same timescale.

35. The bar graph below illustrates the general trend upwards in affordable percentages since approval of the policy in 2005. As expected there has been an initial downturn followed by a marked increase to 42% overall. The figures pre 2005 are not as reliably comprehensive but, since the policy at that time was 25%, they will be under 25%. On introduction of the policy in 1996 there was a period of understanding and transition before schemes achieved 25% as standard.



36. Table 2, below, shows planning applications, which are due to be included as commitments (i.e. either approved at Planning Committee and awaiting legal

<sup>3</sup> Planning Policy Statement 3 (PPS3): Housing, CLG, November 2006. Paragraph 30

confirmation through a signed Section 106 Agreement, or about to go to Planning Committee).

TABLE 2

Site Address	Total no. of homes imminent	Affordable homes anticipated Dec 07-April 08	Percentage of Affordable Homes
Ouse Acres, Boroughbridge Road	80	30	37.50%
Poppleton Gate House (net)	6	3	50.00%
Discus Bungalows	98	49	50.00%
Terrys Factory Site Bishopthorpe Road	225	90	40.00%
<b>Total</b>	<b>409</b>	<b>172</b>	<b>42.05%</b>

37. Table 3, below, gives more detail to recent and imminent submissions/permissions since approval of the 50% target. It illustrates the increasing success of the target and also, crucially, the willingness of the Council to lower provision down from 50% where viability assessments demonstrate very clearly and accountably that 50% cannot reasonably be achieved.

TABLE 3

Site	Total homes	Affordable no.	% Affordable	Comments
31 Lea Way	14	7	50%	No viability argument put forward by developer.
Fox and Hounds, Copmanthorpe	8	4	50%	No viability argument put forward by developer.
Terrys	225?	90?	40%?	Decision not yet made on scheme, but 40% agreed following detailed assessment of site viability.
Gladstone, Elvington	3	1	33% (50%)	Application not yet been to Planning Committee. Agreement equivalent to 50% as this fully complies with policy (1 from 3).
Ouse Acres	80	30	37.5%	37.5% agreed following detailed assessment of site

				viability and CYC acceptance of some abnormal costs.
Heworth Croft	12	6	50%	No developer challenge on grounds of viability.
Primrose Farm, Knapton	5	2	40% (50%)	Equivalent to 50% as this fully complies with policy (2 out of 5).
Calf Close, Haxby	11	3	27%	27% agreed following detailed assessment of site viability and understanding of site acquisition before policy change from 25 to 50%.

38. The two major greenfield housing permissions, Germany Beck and Metcalfe Lane, agreed 35% and 40% affordable housing respectively following Inquiry Inspector intervention last year. The Inspector requested that site viability assessments be updated after the City Council had approved the schemes with 25% affordable housing in accordance with policy at the time of approval (i.e. pre April 2005).

39. Regional Government Office has seen York's affordable housing policy as an exemplar and has, in recent years, been encouraging neighbouring authorities to follow York by increasing their own affordable targets.

#### Recent emerging applications achieving 40-50% affordable housing

40. Recent schemes, for example Ouse Acres (80 homes approved at October Planning Committee) and Terrys (220 homes due to go to Planning Committee soon) are, after detailed negotiation and analysis of viability statements, agreeing affordable housing levels of around 40%. This still allows for a reasonable developer profit, reflecting the uplift in value that planning permission brings – balanced together with, respectively, recognized costs of remediation and, in the case of Terrys, specific additional costs to support Science City development on the site in line with the wider planning objectives of the planning brief and vision for the site. Emerging schemes, such as Nestle South, are heading for similar levels of affordable housing provision – and may even get even closer to 50% with the addition of Social Housing Grant (SHG).

41. In March 2005 Joseph Rowntree Foundation published the findings of a research project undertaken by Cambridge and Sheffield Universities entitled '*Land and finance for affordable housing: The complementary roles of Social Housing Grant and the provision of affordable housing through the planning system*'. The research showed that over 80% of housing sites coming forward

in England between 2000 and 2003 were reliant on SHG to bring them forward. York, however, is one of the few authorities that have delivered affordable homes, through Section 106 Agreements, without public subsidy.

42. Officers are now actively pursuing the use of Social Housing Grant with the Housing Corporation in order to get levels up to 50%, where viability assessments conclude that the target cannot be reached through S106 contributions alone. Interestingly, the Housing Corporation has used York's policy of achieving affordable housing without the need for public subsidy as a benchmark for their work with other local authorities. It is now Housing Corporation policy only to support the use of Social Housing Grant on planning gain sites where it can be demonstrated this brings additional benefits in terms extra homes or higher standards. Because of York's successful track record in delivering homes without grant, we are in an excellent position to demonstrate the 'additionality' that the use of grant can bring to schemes.

#### The experience of other local authorities

43. Over the past few years virtually all local authorities have increased their planning gain affordable housing targets. Sub-regional targets include Ryedale 35%, Craven and East Riding 40%, and Selby and Hambleton 40-50% depending on the location. Scarborough Council Members visited York in 2006 to discuss York's policy and have since approved a sliding scale of targets specific to locations. These range from a Scarborough target of 25% on up to 9 dwellings and 40% over 9 dwellings. In Whitby and Filey 40% on any development over 5 homes and in villages 50% on any development of 2 or more homes.
44. In Harrogate a 50% policy target was approved following an Inquiry into the Local Plan. Interestingly, the Planning Inspector backed the 50% policy target, and commented that the it "accords with government guidance and reasonably seeks to maximise affordable housing opportunities. Through the effective introduction of a target for affordable housing the Council has planned appropriately."<sup>4</sup> The Inspector wholly endorsed the argument that they were likely to capture more affordable housing at a 50% target, through site negotiation, than if they had set a lower figure, and it was therefore in accordance with Government stated objectives to "maximize opportunities for providing affordable housing." The 50% target is now very well established and is generally being met, although generally on small sites and with SHG, largely due to Harrogate's overriding moratorium on major new house building.
45. Further afield, in London, the Mayor's strategic housing plan has a 50% affordable housing target for all London Boroughs. Elsewhere there are now very few local authorities in high demand areas with affordable housing targets below 40% and many have 50% targets, including the examples below.

---

<sup>4</sup> Harrogate Local Plan Inspector's Report, 2004, para 4.18



Oxford City Council

46. There are obvious comparisons to York in terms of historic city/green belt issues, but also in terms of local plan status as they implemented the policy in an unadopted local plan. Oxford increased their policy from 30% to 50% policy in the first and second drafts of the Local Plan in 2002/03. The Local Plan Inspector's report indicated that the 50% target should apply to all sites creating 10 dwellings or more. In the following years the average percentages achieved through S106 has steadily increased from 29% in 2003/04 to 49% in 2005/06.
47. They report that the policy does not seem to be having an adverse impact on delivery of affordable housing. They have noticed developers appear to be turning to smaller schemes such as conversions and small-scale infill, although this is considered to be due to the limited amount of land available rather than the policy per se.

Ealing Borough Council

48. They have a target of 50%, which was formally adopted in 2004. Permissions are now coming forward with an average provision of 44%.

Harrow Borough Council

49. Introduced a 50% policy in 2004 and report that they started off slowly but have been picking up each year as the policy 'beds in'. In the past year there has been a significant increase in the number of affordable homes granted planning permission.

Cotswold District Council

50. Introduced a 50% policy in 2006 and are already achieving between 40-50% on sites following viability appraisals. Most recently this included 50% affordable housing on a 48 home scheme with one of the major national house builders.
51. Although it is always useful to benchmark policies with other authorities – and certainly there are good practice lessons to be learnt – some caution is necessary as direct comparisons are often difficult due to the unique circumstances of individual areas and local authorities. There is, for example, wide variation on individual sites and priorities for regeneration or other community facilities, on the political support at planning committees and, not least, on the capacity and negotiation skills of officers.
52. Nor should we underestimate the role of York being at the forefront of good practice in this area. In 1998, for example, York was virtually alone in negotiating affordable housing on private developments without public subsidy and yet now this is taken as standard Housing Corporation policy.

53. Most of those authorities that have introduced a 50% target have done so at around the same time as York and so they are also in a transition stage as the policy beds down. This emphasises that the policy needs to be seen in the longer term before robust conclusions can be drawn regarding its success.

#### The role of the private developer

54. It is unreasonable to assume that developers will enter into high-risk projects without an appropriate return. However, York has shown itself to be a relatively low-risk, buoyant housing market. It is understood that some developers are only interested in building if they can make a 22% return, but 15% is considered to be reasonable in the city, and this is used as a benchmark figure in agreeing with applicants and developers residual land values as part of viability appraisals.

55. This Council is clear in its policy that the 50% is a target, not a rule. It is accepted that it cannot be achieved in every development. The Council hasn't refused schemes for not achieving 50%, and there have been no developer objections through appeal, which have challenged the policy stance of the Council. Our significant experience to date shows that an appropriate and reasonable level of affordable housing can be negotiated with reference to an open book and detailed assessment of site viability.

56. The development value of land is greatly increased through the receipt of planning permission (potentially adding £2.5M a hectare to existing use value of a few thousand pounds), and the landowner does nothing to create this increase in value. The increase derives from general economic and social advance of local authorities, and more directly to local authority facilities such as roads, drains and sewers. The developer 'adds value' by delivering what the city needs in terms of housing and this is taken into account by allowing for a reasonable developer profit within the detailed site viability assessment.

57. It is now established policy throughout the country to receive developer contributions, in the form of local affordable housing, play space and financial contributions to highways, transport and local school facilities<sup>5</sup>. These are advanced through Section 106 agreements between developers and local authorities.

58. In York we make it clear up front what our policy position is so that developers can negotiate a realistic land sale price with landowners. The likely costs of S106 contributions (including for affordable housing) are set out in supplementary planning guidance (such as the Affordable Housing Advice Note), and referred to in site Planning Briefs and Planning Statements – which are made available to land agents and planning consultants. Bids for land can, therefore, be made realistically and transparently. Reasonable developer returns need not be affected.

---

<sup>5</sup> ODPM Planning Obligations Circular 05, 2005

Role of the Local Authority as Landowner

59. The recent Government Green Paper on Housing puts increased emphasis and responsibility on local authorities releasing their land for affordable housing. Historically the Council has either 'gifted' or sold at a discount housing land for the development of affordable housing schemes in partnership with local housing associations. These have included schemes at Bismarck Street, Strensall Council Depot, Viking Road, Sixth Avenue, The Elms (Hull Road), Askham Richard, Boltby/Boothwood Road, Bramham Road, Horseman Avenue, Danebury Drive, several schemes in Foxwood, and flats above shops in the Shambles. Current schemes on site are:

- Fifth Avenue (11 homes under construction)
- Victoria Way (8 homes under construction)

The following sites are in the process of securing planning permission:

- Chapelfields Road (9)
- Dane Avenue (5)
- Morritt Close (6)

60. However, the majority of Council-owned land identified for residential development is put out to the open market, where the Council's 50% affordable housing policy (or previously the 25% policy) and site thresholds are applied.

Other Public Sector landowners

61. The Housing Green Paper puts great emphasis on maximising the use of public sector land to deliver more affordable housing. It has identified the role of key agencies such as English Partnerships in identifying new opportunities. There is very little surplus public sector land in York identified on the national register. There are, however, significant public sector bodies in York such as the police, Primary Care Trust and the MoD. There is scope to explore how best to achieve affordable housing provision on suitable land in their ownership. This could include affordable 'key worker' type housing for their employees. The Universities in York will also play a key role in developing on and off-site accommodation for students, so releasing pressure on other sectors of the housing market in York, and the scope to support them in drawing in additional funding to achieve this could be explored.

Types of affordable housing needed in York

62. Using CLG methodology, the 2007 SHMA concludes that there is both a backlog and a projected need for all types of housing in York, with a net

annual need of 366 homes for households with children, 836 for households without children, and 16 per annum for older persons<sup>6</sup>.

63. Using the Balancing Housing Markets model, which considers the extent to which supply and demand are balanced across tenure and property size, there is evident demand for both houses and flats, and for all sizes from 1 bedroom to 4 bedroom and larger. There appears to be a particular demand for 2 and 3 bedroom houses.

64. Most of the net requirement for social rented housing is for 2 bedroom homes, although the results also suggest a shortage of 3 and 4 bedroom houses. There is only a modest shortage of one bedroom social rented homes – reflecting the relatively high supply of such properties in this sector.

65. The demand for flats in York is highest in the intermediate/ discounted sale sector (45% of total) and lowest in the social rented sector (28% of total, compared to 36% overall i.e. including open market homes).

### **Corporate Priorities**

66. This report addresses the Council's Corporate Strategy priority to improve the quality and availability of decent affordable homes in the city.

### **Implications**

#### **Financial**

67. There are financial implications to consider with regard to the sale of Council owned land and best consideration of that land.

#### **Human Resources**

68. There are no implications for human resources.

#### **Equalities**

69. There are no equalities implications.

#### **Legal**

70. There are no legal implications.

#### **Crime and Disorder**

71. There are no crime and disorder implications.

#### **Information Technology**

72. There are no IT implications.

---

<sup>6</sup> SHMA, Fordham Research, June 2007, Chapter 14

**Property**

73. There are property implications to consider in terms of Council-owned land.

**Other**

74. There are no other implications.

**Risk Management**

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

**Recommendations**

Members are requested to :-

- (1) note the findings of this Affordable Housing Policy Review;
- (2) endorse the view that the most appropriate forum to understand, discuss and revise affordable housing policy in the city is through the LDF programme and, specifically, the preparation of the Core Strategy; and
- (3) approve that information contained in this Affordable Housing Review Report is fed into that LDF policy review process.

*Reason: to maximise opportunities for providing more affordable, decent homes in York.*

**Contact Details**

Author:  
Dave Caulfield  
City Development  
551313

Chief Officer Responsible for the report:  
Bill Woolley  
*Director City Strategy*

Derek Gauld  
City Development  
551470

Report  
Approved



Dilys Jones  
Housing Strategy  
554198

Paul Stamp  
Housing Strategy  
554098

Report  
Approved



Specialist Implications Officer(s)

Wards Affected:



For further information please contact the author of the report

**Background Papers:**

- 2007 Strategic Housing Market Assessment, June 2007



---

**Executive**

18 December 2007

Report of the Director of City Strategy

**Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the city – Update Dec. 2007.****Summary**

1. The purpose of this report is to provide an interim or update of the Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the city. Executive endorsed the strategy in September 2007 and this report provides additional information requested at that time. This report needs to be considered alongside the report by Head of Property Services entitled Carbon Management, Energy and Sustainability – funding mechanism.

**Background**

2. In September 2007 Executive endorsed the Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for York which contained the target of reducing carbon emissions from council activities by 25% by 2013 on 2006/07 baseline and a proposal for a Climate Change Strategy for the city. In endorsing this the Executive requested that a further report be brought back to Executive in December that should:

(i) address the following issues:

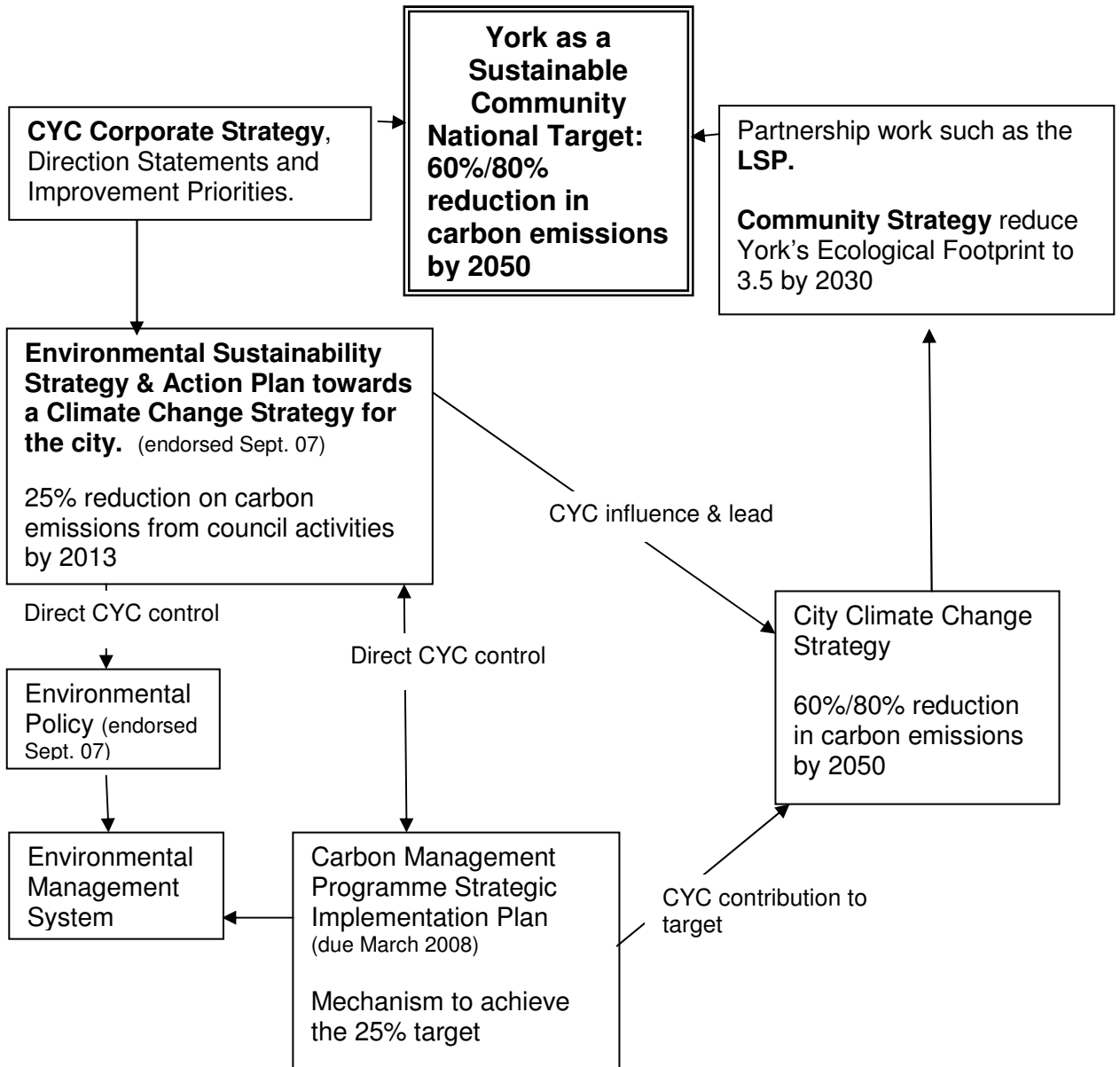
- a) required actions;
- b) possible milestones;
- c) practicality;
- d) costs and resourcing streams;

and (ii), in producing a refined strategy officers were requested to clearly show:

- e) enablers indicating the percentage of the total target that each will achieve;

- f) further detail on the “City” (Local Strategic Partnership) component of the strategy;
- g) a consultation, resident education and public engagement programme

3. The diagram below seeks to explain where the Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the city sits with in the city’s aim of a Sustainable Community and within the councils priorities:





## Consultation

4. The updates on the Environmental Sustainability Strategy mentioned above were presented to Corporate Management Team in November 2007.
5. The Carbon Management programme has incorporates extensive consultation with officers of all council directorates. See paragraph 8.
6. The Environment Partnership has participated in the proposal for the production of a Climate Change Strategy for the city.

## Options

7. This is an update report and as such does not contain any options for consideration. It is proposed that the additional information requested by the Executive in September will be dealt with in two parts.
  - A. The activities taking place as part of the Carbon Management Programme provides the information to deal with the first part of the requested information, (i) a) to d) and (ii) e).
  - B. The activities by the Local Strategic Partnership and the York Environment Partnership to produce a Climate Change Strategy for the City provides information relating to parts (ii) f) and g) of the resolution in September.

## Analysis

### A. The Carbon Management Programme.

8. The Carbon Management Programme is led by the Sustainability Team with a Board made up of an Elected Member, a senior officer, and financial manager. In addition an officer steering group containing representative from all directorates has identified baseline data of the council's current CO<sub>2</sub> emission. In addition this group convened an opportunities workshop in October, involving 25 officer and elected members to identify potential projects to reduce the council's emissions. This opportunities workshop has formed the basis for the projects presented below.
9. The following list of projects has been agreed with resources and funding allocated. The percentage saving is on the baseline established by the Carbon Management Programme of a total 28,850 tCO<sub>2</sub>.

Activity	Tonnes of CO <sub>2</sub> saving	% saving from baseline	Cost (£000)	Saving/payback
<b>HASS Decent Homes Programme (DHP) improvements in council owned housing stock:</b>				
DHP render 11 blocks of flats: <i>improving thermal insulation of 110 properties.</i>	84 tCO <sub>2</sub>	0.3%	£480	Implementation by

Activity	Tonnes of CO2 saving	% saving from baseline	Cost (£000)	Saving/payback
				2010
DHP tenants choice heating programme: <i>replacing 644 properties with A rated energy efficient boilers</i>	564 tCO <sub>2</sub>	2%	£1,490	
DHP heating only programme: <i>replacing all 2,700 council owned homes with A rated energy efficient boilers</i>	2,361 tCO <sub>2</sub>	8.2%	6,240	Benefits gained in reducing tenants energy bills.
DHP roofing and loft insulation: <i>Reroofing, insulation and top up insulation to 844 properties</i>	174 tCO <sub>2</sub>	0.6%	2,330	This is a significant step to reduce fuel poverty.
<b>TOTAL CO<sub>2</sub> saving from Decent Homes Programme: 11%</b>				
<b>Property Services large scale building programmes:</b>				
Hungate Office Accommodation: <i>Significant energy efficiency and renewable energy measures within the design and operation of the building.</i>	2,244 tCO <sub>2</sub>	7.8%	To be determined	
York High School: <i>Significant energy efficiency measures within the design and operation of the building</i>	430 tCO <sub>2</sub>	1.5%	£290	Fuel use is from lower carbon, but not necessarily cheaper sources
Danesgate: <i>An example of sustainable building including design and use of materials, solar thermal system, biomass boiler, passive ventilation and rainwater harvesting, energy efficient lighting.</i>	102 tCO <sub>2</sub>	0.4%	£70	
Other building programmes including: <i>Acomb Library (biomass boiler), EcoDepot (PV energy generation), Joseph Rowntree School energy efficiency improvements</i>	124 tCO <sub>2</sub>	0.4%	Acomb library and EcoDepot have completed their build and are now presenting us with revenue savings. Jo Ro school costings being identified	
<b>TOTAL CO<sub>2</sub> saving from large scale building programmes: 10%</b>				
<b>Integrated transport project:</b>				

Activity	Tonnes of CO <sub>2</sub> saving	% saving from baseline	Cost (£000)	Saving/payback
A corporate project designed to increase efficiency and reduce overall spend on contracted transport for HASS and LCCS clients. To be achieved through improved fleet vehicle utilisation, improved partnership working as well as ensuring contracted transport maximises environmental efficiency and minimises required journeys.	43 tCO <sub>2</sub>	0.1%	588	Total project saving: £1.2m over 30 months.
<b>Staff behaviour change campaigns:</b>				
'Switch Off' campaign: Identifying volunteer energy champions across the authority to increase efficiency energy use. This includes initial energy audits, and assigning responsibilities within teams to 'switch off' unnecessary appliances.	1,250 tCO <sub>2</sub>	5%	Minor	Up to £150,000 energy savings per annum
<b>CYC organisational waste recycling:</b>				
Office waste recycling pilot: <i>A pilot is underway within the EcoDepot to increase the amount of office waste recycled. All waste bins replaced with recycling bins for paper, cans, glass, plastic and cardboard. This pilot is being developed for a full council roll out.</i>	288 tCO <sub>2</sub>	1%		
<b>TOTAL % SAVING FROM COMMITTED ACTIVITIES: 26%</b>				

**HOUSEHOLD WASTE COLLECTION:** the Carbon Management Programme is not including household waste directly within its scope of activity. However there are significant carbon savings to be made from diverting waste from landfill, therefore this additional information is provided here.

Household waste collection: <i>Current recycling rates are approaching 42%, diverting 42,280 tonnes waste from landfill. Waste to landfill has a significant carbon emission which is being reduced through significant recycling activities. Within the context of this update paper, household waste is managed through the appropriate and relevant waste strategy.</i>	18,899 tCO <sub>2</sub> saved by recycling & composting household waste	42% recycling rate of total household waste arising		
--	---	---	--	--

10. The following list of projects is further options for action with no agreed resources or funding allocated. The percentage saving is on the baseline established by the Carbon Management Programme of a total 28,850 tCO<sub>2</sub>.

Further Option Activities	Tonnes CO <sub>2</sub> saving	% saving from baseline	Cost £000	Saving/ payback
<b>HASS Housing improvements in council owned stock:</b>				
Tenants choice renewable energy: <i>To include the following as part of Tenants Choice upgrades: solar hot water, ground source heat pumps or PV panels.</i>  <i>Figures are per house</i>	315kg – 2 tCO <sub>2</sub>	Installing 280 houses per year with split of technologies: 1% per annum	Between £4,000 and £12,000 per technology	Between £40 and £140 tenant fuel bill reduction
<b>Building improvements:</b>				
Voltage adapters: <i>Install voltage power optimisers to efficiently optimise a site's supply voltage</i>	430 tCO <sub>2</sub>	1.8%	£250	£74,500 . 3.5 yr payback
Heating controls: <i>To upgrade, check correct operation and settings for building controls within council buildings</i>	182 tCO <sub>2</sub>	0.6% per annum	£30	£16,000 per annum. 2 yr payback
Insulation: <i>Rolling programme of cavity wall, draught proofing and roof insulation in older buildings</i>	250 tCO <sub>2</sub>	0.8% per annum	£200	£22,000 annum. 9 yr payback
Energy management systems: <i>Replace obsolete energy management systems installed in the late 1980's</i>	200 tCO <sub>2</sub>	0.7% per annum	£200	£32,000 per annum. 7 yr payback
<b>Transport measures:</b>				
Introduce lower carbon fuel, develop efficient driver training, ensure regular vehicle maintenance:	200 tCO <sub>2</sub>	1% estimate	Further research required	research required
10% reduction in staff mileage:	22 tCO <sub>2</sub>	0.01%	Further research required	research required

**ESTIMATED % SAVINGS FOR OPTIONAL ACTIVITIES: 5.9% per annum**

### B. Climate Change Strategy for the city.

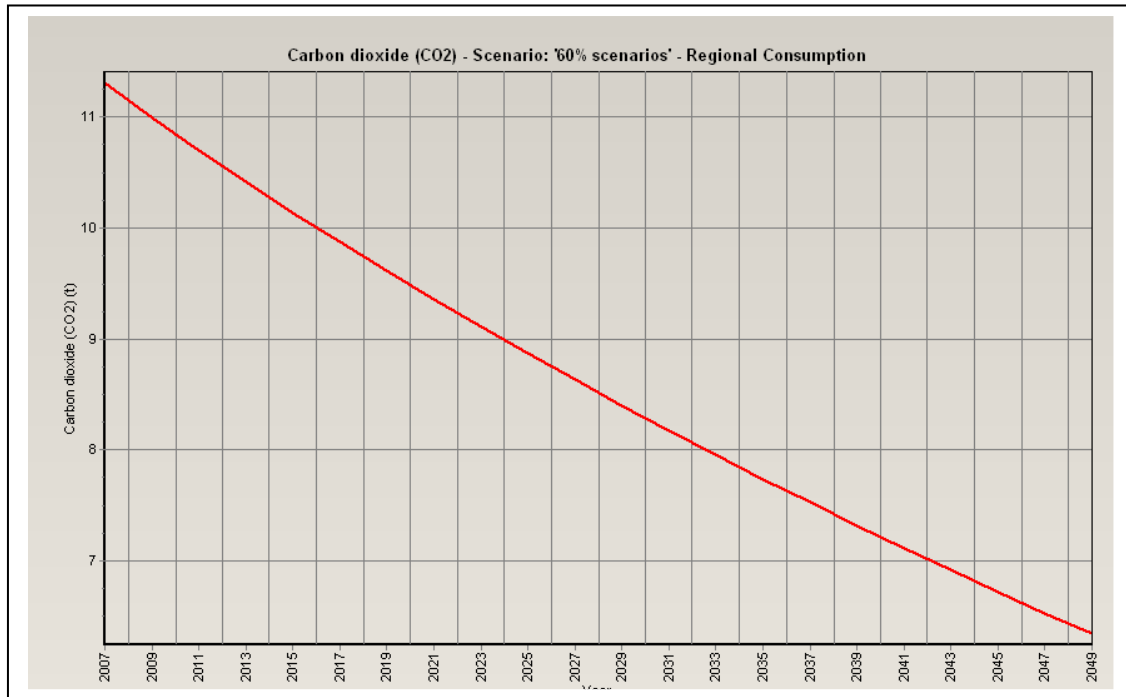
11. The recently formed York Environment Partnership of the Local Strategic Partnership proposed the scope and procedure for preparation of a Climate Change Strategy for York. This was agreed by the LSP Without Walls Board on the 21<sup>st</sup> November and a copy of the amended report is attached as Annex A. It is intended to produce the Climate Change Strategy through the active participation of the LSP partnerships as it is clearly recognised that the council can not do this alone, although has an important leadership role and the activities above make a clear contribution to the city tackling climate change. The scope and process for the production of the strategy has been set, but clearly identified

activities have not. The strategy is to be produced through participative working with each partnership responsible for the identification and implementation of action. Therefore it is impossible to identify what these may be until that process has taken place.

12. At this stage in the development of a Climate Change Strategy for York it is possible to suggest some scenarios relating to common issue areas for all LSP partnerships that will need to be addressed to achieve a 60% reduction in carbon emissions by 2050. (This target has been set by the Government as the level required to respond to climate change; strong support is lobbying a more realistic figure of 80%). The table below offers some scenarios of what life may look like for the residents of York to work towards achieving a 60% reduction lifestyle. It is worth noting these measures, significant though they seem, still only take us to a 50% reduction. Even stronger measures are required to achieve the 60% and even 80% target, for which developing environmental technologies will play a part.
- We need to consider alternative forms of transport to reduce the average car mileage of each person in the city
  - We all need to reduce the amount of food we buy (we currently throw away almost a third). Reducing our meat and dairy intake has a significant reduction on our carbon footprint.
  - We need to reduce our consumption of goods such as clothes, shoes, DIY equipment, etc.
  - We need to increase our energy efficiency within our homes, and look to supply and generate our energy from renewable sources and technologies.

Issue	<b>Suggestions to reduce our Carbon footprint from 11.5 tonnes to 6 tonnes per person (50% reduction)</b>
Food	Reduce our general food consumption by 25%. Reduce our meat and dairy consumption by 50%. (NB Up to 30% of the food we buy is thrown away as waste)
Transport	Reduce our car mileage to 3,000 miles per year from an average 8,000. Reduce our international flights by 90%. An 80% reduction would need to move to non fossil based transport
Housing	Reduce our fossil based electricity and heating usage by 60%. This would include a combination of energy efficiency and renewable fuel sources.
Goods & Services	Reduce our consumption of consumables by 20%. This includes items such as clothing, footwear, beauty products, household DIY equipment.

The table below illustrates the rate of change required to work towards the 60% target.



13. The information is purely provided to show the areas of activity that will need to come forward but clearly it will be a combination of a number of actions covering all the main issues.
14. One of the key outcomes for the Climate Change Strategy will be a resident consultation, education and public engagement programme. The Strategy will clearly need to include well developed communication activities and the audience for these will be different for each partnership and whilst the key messages will be the same the delivery will be different. So again it is impossible to give an identified list of actions for this area. However there are already examples of council activity in this area, for example the public engagement programme around waste minimisation and the 'Doing your bit' section of the council website [www.york.gov.uk/environment/Sustainability/Agenda21/Doing\\_your\\_bit/](http://www.york.gov.uk/environment/Sustainability/Agenda21/Doing_your_bit/) . Clearly this area of action will need to look further a field for other good practice such as the website of the Mayor of New York which provide 10 tips to reduce a residents environmental impact <http://www.nyc.gov/html/planyc2030/html/greenyc/greenyc.shtml> .

## Corporate Priorities

15. This update to the Sustainability and Climate Change Strategy and Action Plan meets the following corporate and partnership objectives:
- 'Without Walls' - the Community Strategy which provides the sustainable framework for York ;
  - Corporate Direction Statement 'We will seek to place environmental sustainability at the heart of everything we do.'
  - Corporate Improvement Priority of; 'Reduce the environmental impact of council activities and encourage, empower and promote others to do the same.'
  - Executive sign up to the Nottingham Declaration on Climate Change

## Implications

16.

- **Financial** – There are no financial implications
- **Human Resources (HR)** – There are no HR implications.
- **Equalities** – There are no equalities implications.
- **Legal** – There are no legal implications.
- **Crime and Disorder** – There are no crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – None.

## Risk Management

17. In compliance with the Councils risk management strategy. There are no risks associated with the recommendations of this report.

## Recommendations

18. Members are asked to note the report and that the Carbon Management Programme Strategic Implementation Plan (SIP) will be brought to Executive in March 2008.

## Contact Details

### Author:

**Author's name:** Kristina Peat

**Title:** Sustainability Officer

**Dept:** Design, Conservation & Sustainable Development

**Tel No.** 551666

**Bill Woolley**  
Director,  
City Strategy

Report Approved



Date 4<sup>th</sup> December 2007

**Specialist Implications Officer(s)** None

**Wards Affected:** All

All

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

**Background Papers:** Report to and minutes of Executive 11<sup>th</sup> September 2007 – Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the city. Report to and minutes of Executive 20<sup>th</sup> April 2004 – Draft Environmental Policy and update on preliminary review of the Environmental Management System.

**Annexes:**

- A. Delivering a Climate Change Strategy for York.



**Annex A.**

**Delivering a Climate Change Strategy for York.  
November 2007.**

**1. Background.**

1.1. In September 2007 the Executive of the City of York Council agreed a city wide Climate Change Strategy to be developed in partnership with other organisations in the city, with the LSP being the best delivery mechanism to achieve this. Executive expect the council to be a key leader in this activity, building on the experience gained through the Local Authority Carbon Management Programme. However it is acknowledged that a successful response to climate change requires the input and involvement from all sectors of the community and as such its production and delivery should be integral to the Local Strategic Partnership. The scope for the strategy and the details of how it will be developed are provided below and were agreed by the Without Walls Board on 21<sup>st</sup> November.

**2. Proposed scope of a Climate Change Strategy.**

2.1 The Climate Change Strategy will identify the evidence base for climate change, the baseline position for York, targets for reduced emissions, and a set of actions by which these targets will be delivered. It is proposed the mechanism for producing and delivering the strategy and action plan focusses on the existing structure of the LSP, directly engaging with all eight Partnership groups.

2.2 The Climate Change Strategy is split into two complementary linked sections; the strategy document and the delivery plan. (see Fig. 1)

**A. The Climate Change Strategy document.** This is the core document that contains the following information:

- Clear statement of intention, with targets for short term and long term improvements.
- Evidence based case for action on the key issues of: food; transport; housing; non-residential energy use; goods and services; green infrastructure.
- For each of these key issues we will examine the actions required for both mitigation and adaptation.

*Mitigation – reduction of green house gas (GHG) emissions now and in the future.*

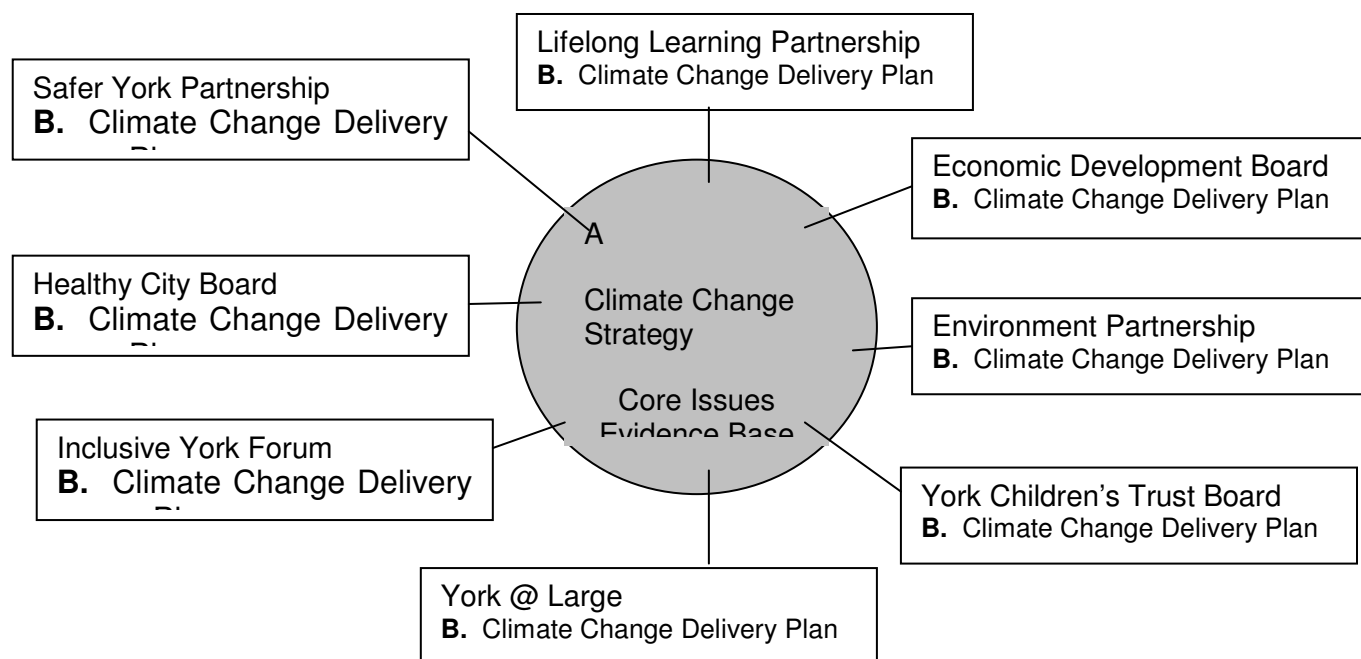
*Adaptation - how will we need to adapt what we do in order to cope with the effects of climate change that we are already and will experience.*

- The case for action will provide information about the causes and consequences of climate change. This will include the baseline information and data on which the delivery plans can be developed. Some of this baseline work is already available:  
The York Ecological and Carbon Footprint provide a baseline of consumption-based emissions from the residents of York. The Council has established a carbon emissions baseline of its own activities

through the Carbon Management Programme. The partnership also benefits from the policy profiling tool REAP (Resource, Energy Analysis Programme) which supports a more informed understanding of the environmental and carbon impact of policies and activities across the city.

**B. The delivery plan.** An implementation or delivery plan is essential to ensure actions are taken to reduce the city’s carbon emissions in line with national and local targets and to prepare the city for the changes in climate ahead. The delivery plan is proposed as a 3 year rolling programme with annual targets. This should allow for planned and co-ordinated action alongside effective monitoring to make sure our actions are reducing emissions in line with our short, medium and long term targets. The key for this element being the ownership of the issues and solutions by as many delivery groups as possible. Whereas responding to key issues such as transport will need to be responsive to the various delivery mechanisms and audiences for each Partnership. The action plans need to reflect the activities and scope of both constituent organisations and collective whole of each partnership. This is where the participation of all Partnerships is critical (see 3.5 below)

Fig 1. Proposed scope and structure of the Climate Change Strategy



**3. Proposed process for producing and implementing a Climate Change Strategy for York.**

3.1 Options have been considered, researched and carefully debated by the LSP Environment Partnership and their recommendation is as follows.

3.2 The Environment Partnership will lead the production of the strategy with the assistance of the council's Sustainability Officers. They will form a core group who will steer the process.

3.3 The Climate Change Core Group will be made up of representatives from:

- Stockholm Environmental Institute.
- Environment Agency.
- Ryedale Energy Conservation Group who are responsible for the Energy Efficiency Advice Centre.
- Sir John Lawton (local resident and Chair of the Royal Commission on Environmental Pollution) will chair the group.

3.4 The Climate Change Core Group will:

- Be time limited to cover the production of the strategy and delivery plans.
- Produce a draft scope for the strategy to use as a basis for the participation of the Partnerships,
- Representatives of the Core Group and the Environment Partnership will attend each of the LSP Partnership groups to update on progress and seeks views and input into the strategy and tailored delivery plans,
- Report regularly to the full Environment Partnership and LSP Without Walls Board on progress and seek their comments and assistance where necessary.

3.5. Active participation of each LSP Partnership groups.

Actions are required within each of the LSP Partnership groups to ensure successful reduction of York's greenhouse gas emissions and adaptations for the climate change we are and will experience. The Climate Change core group will provide the detailed expertise on climate change and the areas of action required, however the means by which these actions are delivered will be the responsibility of each of the partnership groups. It is proposed that representatives of the core group will attend each of the Partnership meetings over the coming year to support a regular agenda item on climate change.

These agenda items will cover the following items over a number of meetings:

- Raising awareness and understanding about climate change including the legal frameworks and drivers and emission reduction targets (national, local and for organisations).
- Use tangible examples of how different actions will reduce GHG emissions and help us adapt to climate change.
- Information on and discussion of the main issues - the big GHG emitters and the biggest impacts.
- Through discussion with the partnership identify the focus for their action in relation to the above information in the two areas of:
  - Action within the organisations that make up the partnership, and
  - Action in the areas of 'added value' that the partnership brings.
- Through discussion identify at least two areas for action in the 3 year delivery plan; one short term one long term.

3.6 Once the Climate Change Strategy has been produced it will then be endorsed by the Without Walls Board for approval by the City of York Council.

3.7 Proposed timetable for the production of the Climate Change Strategy:

18 <sup>th</sup> Dec 07	Draft scoping report and update on progress to the Council's Executive.
Jan 08 ->	Drafting of strategy and active participation within LSP Partnership groups.
Nov 08	Draft Climate Change Strategy and Action Plan for York to WoW Board for consideration.
Jan 09	Consultation with the wider community on the Draft of Climate Change Strategy for York.
Sept. 08	Climate Change Strategy & Action Plan to WoW Board
Nov. 08	Climate Change Strategy & Action Plan to CYC Executive



---

**Executive**18<sup>th</sup> December 2007

Report of the Corporate Landlord

**Carbon Management, Energy and Sustainability – funding mechanism****Summary**

1. The purpose of this report is to:
  - a. Make Members aware of the inter-relationships between managing targets for
    - i. Carbon Emissions
    - ii. Energy and Water consumption and conservation, and
    - iii. Sustainability in design and construction
  - b. Suggest a funding mechanism for investment in all three of these areas

**Background**

2. The recently approved report 'Environmental Sustainability Strategy and Action Plan towards a Climate Change Strategy for the City' dated 11<sup>th</sup> September 2007 outlines the action plan and details the target '*The City of York Council will reduce its CO2 emissions by 25% on 2006/07 baseline by 2013*'.
3. The emerging policy for Energy and Water Management will have as its aim, '*City of York Council aims to effectively minimise the use of energy and water within its buildings and promote energy management and conservation*'
4. The emerging policy for Sustainability in Design and Construction will have as its aim, '*To deliver through a framework of guidance and good practice, buildings that contribute to the vision of York as an exemplary sustainable historic city*'.
5. Annex 1 provides the context of Environmental Sustainability and Carbon Management.

## Consideration

6. The Government is expanding the range of Carbon Trading Schemes to include the Carbon Reduction Commitment (CRC). The Energy White Paper (May 2007) mandated the introduction of the CRC as the system by which to secure the stated carbon savings from large business and public sector organisations. The CRC is a mandatory auction based emissions trading system that targets building energy use. Government caps (i.e. the amount of allowances available) will coincide with national CO<sub>2</sub> emission reduction targets. City of York Council will potentially be taxed at £7 per tonne of carbon emission above the set cap.
7. The Carbon Management Group, Energy and Water Management Group (EWMG) and the Sustainability in Design Group all have cross directorate officer representation. The groups have been considering actions that can be implemented to achieve their respective aims. Many of those actions can meet more than one of those aims and contribute to the targets for each.
8. In the current financial climate limited resources are available to invest in terms of capital and manage in terms of revenue. The actions being brought forward will require varying degrees of capital and revenue investment. The outcome in some cases will be revenue savings and in others revenue increases. To achieve the objectives outlined above members need to understand the balance between achieving the goals and targets set and the capital and revenue costs of so doing.
9. Examples:
  - a. Bio-Mass boilers:
    - i. Will reduce carbon emissions significantly (40%)
    - ii. Use a sustainable fuel (wood pellet or wood chip)
    - iii. Installation costs will be more expensive than gas
    - iv. No revenue savings on fuel cost
    - v. Bio-mass boilers are expected to last three times longer than a comparative gas boiler.
  - b. Bio-Diesel boilers:
    - i. Will reduce carbon emissions significantly (40%)
    - ii. Use a sustainable fuel (bio-diesel derived from recycled cooking oils or virgin rape seed)

- iii. Installation marginally more expensive than gas, but cheaper than bio-mass (existing oil plant can be converted cheaply)
  - iv. 50% increase in fuel cost, at the moment, over oil
  - v. Bio-diesel boilers are expected to last three times longer than a comparative gas boiler
- c. Ground Source Heat Pump (GSHP)
- i. Will reduce carbon emissions (15%)
  - ii. Accesses free energy supplemented by electric for operation and extraction
  - iii. Four times the installation cost of a Bio-mass boiler
  - iv. 80% reduction in fuel cost
  - v. GSHP is expected to last three times longer than a comparative gas boiler.
- d. Improved Energy Controls
- i. Will reduce carbon emissions (10%)
  - ii. Reduction in fuel use
  - iii. 25% of the cost of a gas boiler
  - iv. 10% reduction in fuel costs
  - v. Subject to technological advances should last up to 20 years.
10. The attached Annex 2A and 2B gives a more detailed comparison of investment proposals and graphically compares each of them.
11. In addition to the above examples of significant major investments there are savings to be made in energy use and subsequent revenue costs through good management and housekeeping. This would include, low energy equipment, switch off campaigns, lower heating levels, staff awareness and behaviour etc within all of the council's building stock. This could amount to 10 – 15% of the council's energy expenditure of c £3m per annum, a potential saving of £300 – 450k per annum. Some initiatives are already under way.
12. Whilst it is understood that corporate revenue pressures would be eased by these annual savings they could also be used to invest in

further measures needed to meet other targets for carbon, energy and sustainability aims.

13. New build projects are expected to achieve a BREEAM rating of Very Good or Excellent, comply with or exceed Part L of the building regulations, to make a significant statement of sustainable design and construction and provide a building that sustainable in its whole life and use. The cost of achieving these targets has been estimated at between 5 –15% above the baseline construction cost. Where new buildings replace existing poor performing buildings a significant impact will be made upon the council's carbon footprint, energy use and the sustainability of our building portfolio.
14. Whilst all construction activity has an impact upon these three areas it is buildings that have the greatest impact and some of the council's biggest properties are schools. In promoting or implementing any programme of work to achieve our targets for carbon emissions, energy use and sustainability schools will play a significant part. The replacement of Manor and Joseph Rowntreee will make a major contribution. All future schemes will need to ensure that budgets are adequate to meet the challenge of contributing to the council's carbon, energy and sustainability targets as well as meeting the operational needs of the service. If funding from central government is inadequate for that purpose this council will need to consider the benefits of supplementing government funding from its own resources.
15. When dealing with the repair, maintenance and replacement of building components the council will be promoting the use of replacement components that help the council to achieve its aims and targets for carbon, energy and sustainability. Remembering that not all of the initiatives will result in revenue savings and in some cases increases in revenue costs. Careful consideration will need to be given to the potential impact of increased revenue costs upon schools.
16. Those schools or services wishing to contribute to the investment in our buildings in terms of carbon, energy and sustainability need to be encouraged. To do so may, for example, require agreement between council and school to share the financial benefits of such investment.

### **Funding Mechanism**

17. The mechanism should include the following principles:
  - a. That all capital investment in buildings should give full consideration to the need to meet the council's targets for reducing carbon emissions, reducing the use of the energy resource and complying with best practice on all issues of design and environmental sustainability



- b. Consideration should be given to this need when making bids for financial resources to deliver projects
  - c. A financial and target business case should be prepared for all projects
  - d. A member/officer panel to be established to consider each business case and approve expenditure. The panel to include the member champions for sustainability and energy.
  - e. To establish a corporate funding stream for the investment needed to support and achieve the aims and targets outlined in this report
18. Sources for funding (capital and revenue)
- a. Central Government Grants for capital projects inclusive of investment required to meet carbon, energy and sustainability objectives.
  - b. Specific Grants external to the authority (eg Yorkshire Forward) specifically to support carbon, energy and sustainability initiatives
  - c. Specific Loans external to the authority (e.g. Salix) specifically to support carbon, energy and sustainability initiatives
  - d. Prudential borrowing based upon the ability to repay using annual savings
  - e. CRAM process to establish an annual level of capital investment
  - f. The building user (e.g. tenants or schools). This would require a benefit/savings share agreement with the user
  - g. Existing budgets
  - h. Savings resulting from investment.
19. Annex 3 – gives a graphical interpretation of how this mechanism could operate.

### **Consultation**

- 20. The report has been prepared following a consultation workshop and subsequent meetings between Property Services, City Strategy and Strategic Finance
- 21. The principles of this approach have been discussed at the Capital Monitoring Group (CAPMOG) and as a consequence a bid has been made for funding through the CRAM (Capital Resource Allocation Model) process.

## Options

22. Management of proposals to meet aims and targets for carbon emissions, energy use and sustainability:
  - a. Option A – continue to operate separately on each issue
  - b. Option B – a corporate and coordinated approach to management, funding and implementation
23. Funding proposals to meet aims and targets for carbon emissions, energy use and sustainability
  - a. Option 1 – to consider each proposal on its own target and financial merits
  - b. Option 2 – to establish a funding mechanism that supports a corporate and coordinated approach to the achievement and viable funding of targets

## Analysis

24. Option A – would result in:
  - a. an uncoordinated approach leading to confusion amongst officers, members, partners and the public
  - b. lost opportunities, benefits and economies of scale that would emanate from a coordinated approach
25. Option B – would result in:
  - a. A coordinated approach leading to clarity and confidence amongst officers, members, partners and the public
  - b. Opportunities, benefits and economies of scale providing a whole council and whole building approach to meeting targets.
26. Option 1 - would result in:
  - a. Decisions not to pursue non viable proposals
  - b. Lost opportunity for achieving targets in all three areas
  - c. Lost opportunity to recycle financial benefits in other areas
  - d. No understanding of the bigger picture in terms of targets and finance
27. Option 2 – would result in:

- a. The pursuit of otherwise non-viable proposals by recycling savings from other schemes
- b. An opportunity for achieving targets in all three areas
- c. Decisions based upon the bigger picture
- d. Regular reporting of the corporate position relating to targets and finance

### **Corporate Priorities**

28. Directional Statement – *We will seek to place environmental sustainability at the heart of everything we do*
29. Priority – *Reduce the greenhouse gas emissions from council activities and encourage, empower and promote others to do the same*
30. Values – *Encouraging Improvement in everything we do*

### **Implications**

31. Financial– A majority of the carbon reduction schemes also result in energy savings. Therefore an element of the carbon reduction programme can be self financing. The Executive have two main options in the approach to funding a carbon reduction scheme.
32. Option A – Pump Priming Fund – establish a capital fund to finance a coordinated investment plan. The plan would initially target the quick pay back schemes, where both carbon and energy savings can be made. The resulting revenue savings would then be split 50:50 with the benefiting department. The 50% retained would then be set aside to invest in further carbon and energy saving projects. As the revenue fund increases longer payback schemes could be entered in to by either investing revenue direct or using it to finance prudential borrowing. The benefits of this approach would allow the Council to benefit from future energy savings through budget savings, and provide additional funding for continued investment.
33. Option B – Invest to Save Fund – apply to the venture fund to finance a coordinated investment scheme. The venture fund would be repaid from the savings with any surplus being reinvested in additional carbon and energy saving schemes. This scheme would work in a similar way to the pump priming fund, although the benefits to both the revenue budget and to the carbon reduction scheme would be reduced as funding would be diverted in to repayments and interest charges, meaning the number of schemes would be much reduced.

34. A proposal has been submitted to the CRAM process to establish a £500k fund for this purpose. The Executive will be considering this as part of the budget process. Annex 2 illustrates the typical projects that can be undertaken and shows their capital cost against carbon reduction and annual revenue savings. The projects that should be targeted initially should be the low cost, high revenue savings.
35. It is important that any fund is closely managed so the benefits can be ascertained and reported back on. A similar scheme is operated by the Borough of Woking who have been very successful in carbon reduction over the past few years.
36. From 2010/11 carbon trading will be introduced with a likely charge of £7 a tonne emitted. Based on current CYC building emissions this will cost £122.5k, although the move to Hungate is expected to reduce this to £101.5k. The Council has experienced a similar charging regime in waste in the form of the landfill tax, which started out at £7 per tonne in 1996, the current rate is £24 per tonne and is increasing at £8 per year until 2010/11. Proactive investment today in carbon reduction is therefore likely to benefit the Council in future years by more than the revenue savings currently anticipated.
37. Human Resources, Equalities, Legal, Crime and Disorder and IT.  
There are no implications in these areas
38. Property – are contained within the body of the report

### **Risk Management**

39. Failure to meet carbon emission targets may result in the council being financially penalised under the Carbon Trading Scheme (including the Carbon Reduction Commitment (CRC)).
40. Failure to achieve reductions in energy use could result in further financial pressures for the council in a volatile energy market
41. Failure to coordinate our approach to sustainability may result in a reduced level of performance in pursuit of the council's priorities
42. To the image and reputation of the council

### **Recommendations**

43. That Members acknowledge the inter-relationships between managing targets for
  - i. Carbon Emissions
  - ii. Energy and Water consumption and conservation, and
  - iii. Sustainability in design and construction

44. Members are asked to consider:
- a. With regard to Management of proposals to meet aims and targets for carbon emissions, energy use and sustainability - approval of Option B - a corporate and coordinated approach to management, funding and implementation
  - b. With regard to funding proposals to meet aims and targets for carbon emissions, energy use and sustainability – approval of Option 2 – To establish a funding mechanism that supports a corporate and coordinated approach to the achievement and viable funding of targets
45. Reason: To ensure an improved and coordinated approach to the management of carbon emissions, energy usage and the sustainability of council buildings.

**Author:** Neil Hindhaugh  
Property Services  
Tel: (01904) 553312  
Email: neil.hindhaugh@york.gov.uk

**Chief Officer Responsible for the report:**  
Neil Hindhaugh  
Head of Property Services  
Tel: (01904) 553312  
Email: neil.hindhaugh@york.gov.uk

Specific Implications:

Philippa Beardmore  
City Strategy  
Tel: (01904) 55

Tom Wilkinson  
Strategic Finance  
Tel: (01904) 551187

**Wards Affected: All**

**Report Approved**



**Date** 9<sup>th</sup> November  
2007

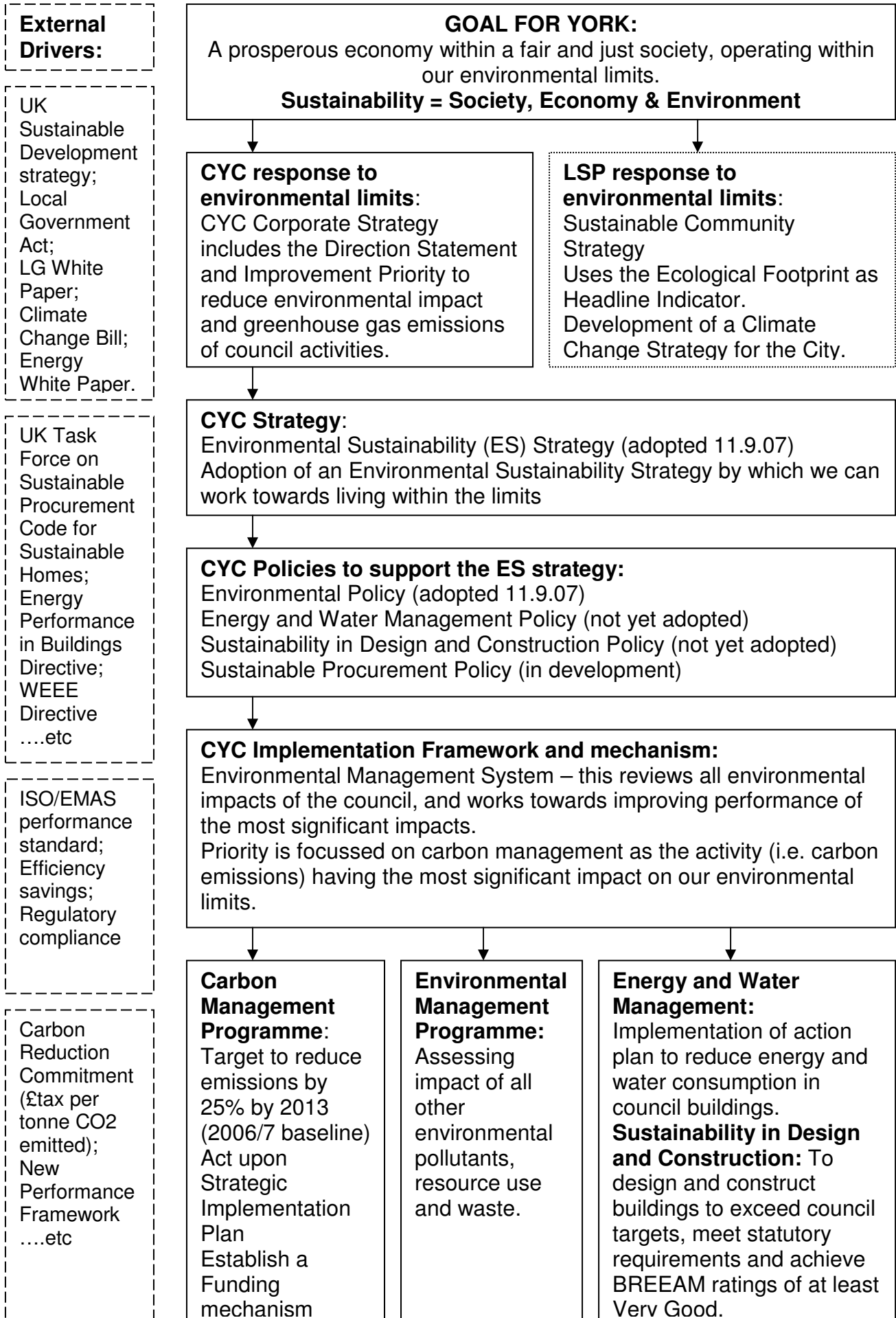
**For further information please contact the author of the report**

**Background Papers**

This page is intentionally left blank

ANNEX 1

**Annex 1: Context of Environmental Sustainability and Carbon Management**



This page is intentionally left blank



## Annex 2a

### Investment / Revenue/ Carbon saving Comparison

There are many technologies and approaches that can be used to reduce carbon emissions from buildings, some have quick returns in terms of carbon and finance, others save carbon but have no financial incentive to encourage investment.

The table below demonstrates the effect each initiative would have.

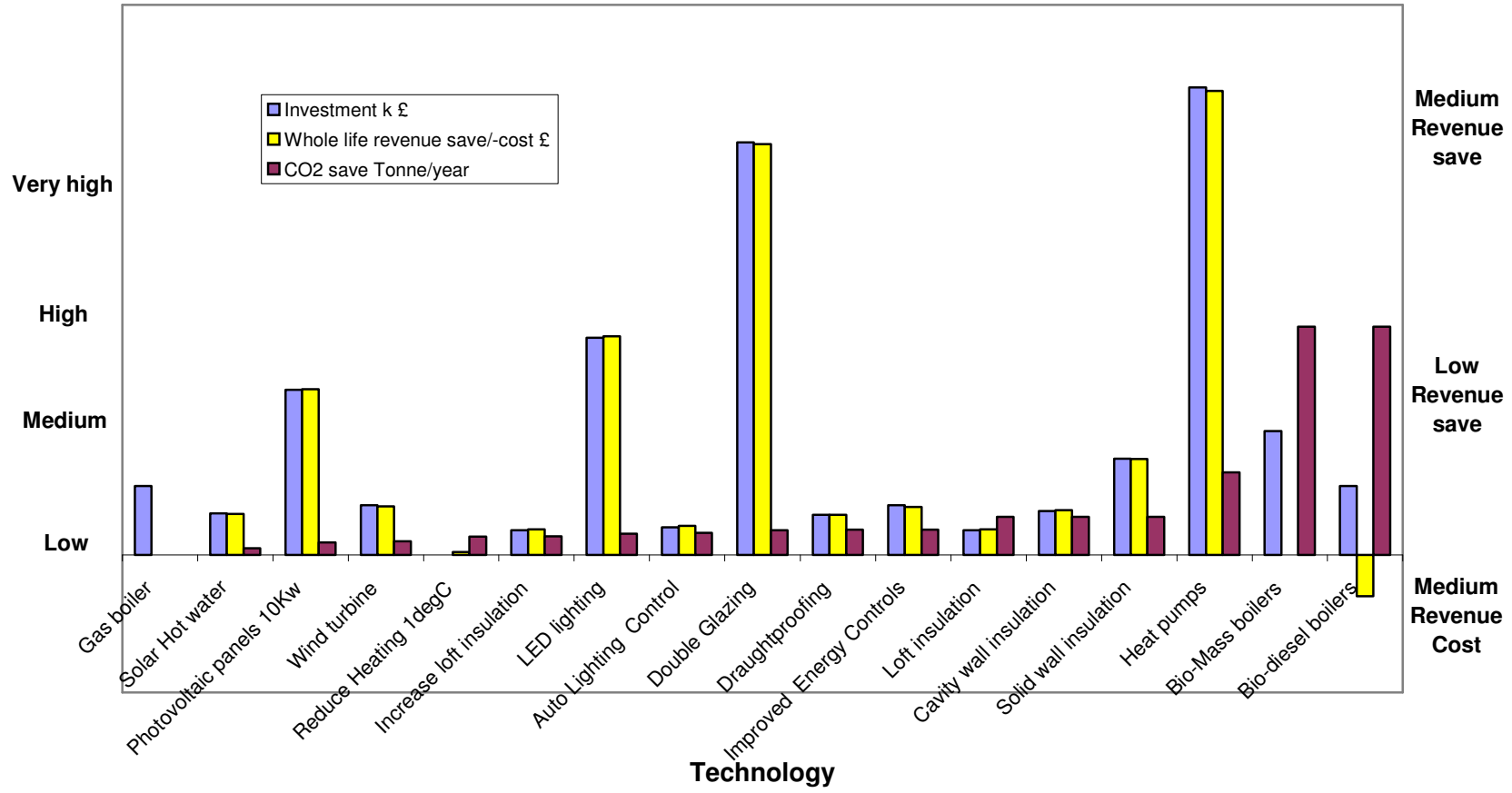
Typical energy consumption for a building of 1200 sq.m floor area without any energy improvement measures equates to 556943 Kwh/year (£23K revenue cost at today's prices) and 123 Tonne CO2/year.

Technology	Investment k £	CO2 save Tonne/year	Revenue save/-cost £	Payback Years	Typical Application
Gas boiler	Medium	Nil	Nil	Never	Status quo
Solar Hot water	Low	Low	Low	Prohibitive	New Build
Photovoltaic panels 10Kw	High	Low	Low	Prohibitive	New Build site specific
Wind turbine	Medium	Low	Low	Long term	Site specific
Reduce Heating 1degC	Nil	Low	Low	Quick	Everywhere
Increase loft insulation	Low	Low	Low	Quick	Everywhere
LED lighting	High	Low	Medium	Prohibitive	New Build
Auto Lighting Control	Low	Medium	Medium	Quick	Existing & new buildings
Double Glazing	Very High	Medium	Medium	Never	When windows are life expired
Draughtproofing	Low	Medium	Medium	Medium term	Everywhere
Improved Energy Controls	Low	Medium	Medium	Medium term	Medium/large premises
Loft insulation	Low	Medium	High	Quick	Everywhere
Cavity wall insulation	Low	Medium	High	Quick	Post 1960 property
Solid wall insulation	Medium	Medium	High	Medium term	Pre 1960 property
Heat pumps	Very High	High	High	Prohibitive	New Build smaller sites
Bio-Mass boilers	Medium	Very High	Nil	Never	Larger premises
Bio-diesel boilers	Medium	Very High	Cost	Never	Existing oil fired plant



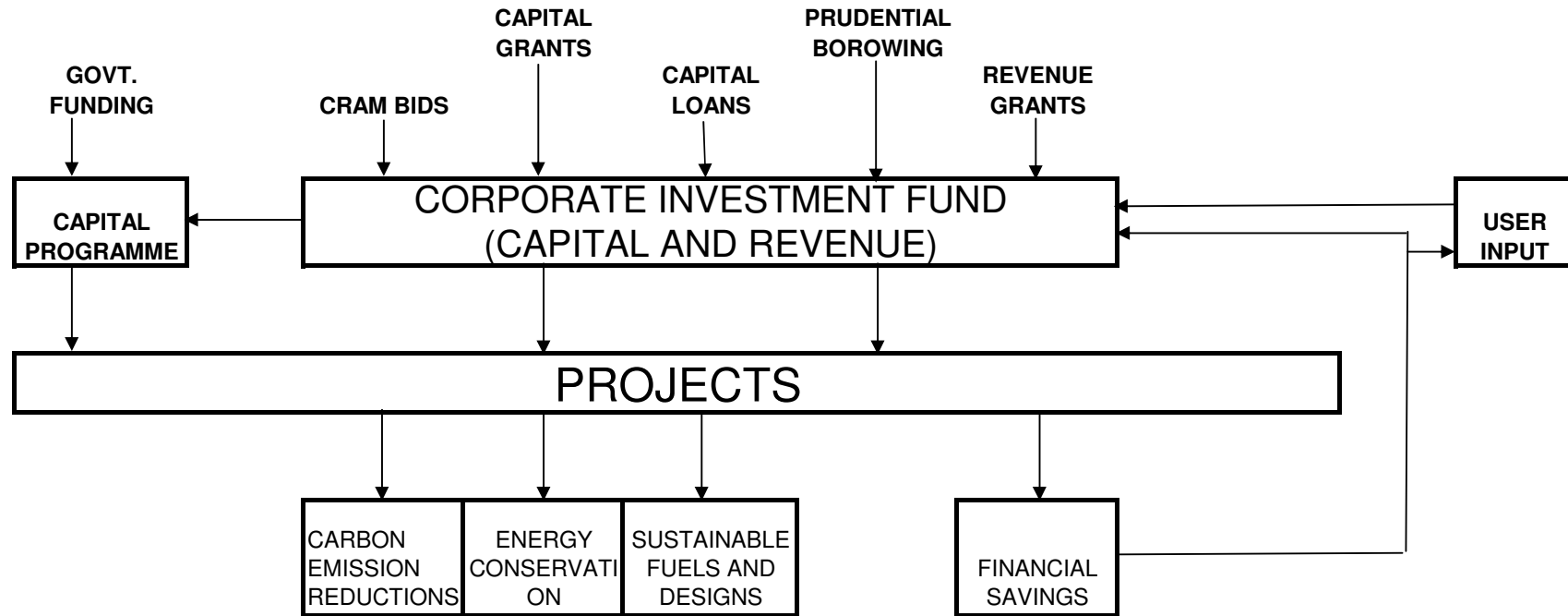
Annex 2b

Comparison Investment/Annual Carbon Savings/ Lifetime Revenue Savings and Costs





Annex 3



This page is intentionally left blank



---

**Executive**18<sup>th</sup> December 2007

Report of the Director of City Strategy

**City of York Council response to the Secretary of State on the Proposed Changes to the Regional Spatial Strategy****Summary**

1. This Report outlines the Council's proposed response to the Secretary of State's Proposed Changes to Draft Revised Regional Spatial Strategy (RSS). Annex B provides the Council's responses in chapter order. These have been drafted involving relevant officers from across the authority. Responses are required to be submitted to the Secretary of State by 21<sup>st</sup> December. This Report:
  - Summarises the key issues regarding the Proposed Changes to the Draft RSS;
  - Sets out a proposed response to the changes and seeks endorsement of these views.

**Background**

2. In December 2005 the Draft RSS went out for public consultation. This was followed by an Examination in Public (EIP) during 2006. The independent Panel published their Report in May 2007 which was considered by the Secretary of State in proposing changes to the draft plan. The Secretary of State's Proposed Changes were published in September 2007 and consultation is now taking place on these until 21<sup>st</sup> December 2007.
3. All comments will be made available for the public to read, therefore they cannot be treated as confidential. This is the last opportunity to make comments on the RSS before the final RSS is published. All comments received by the Government Office will be taken into account before the Plan is finalised and published, currently expected to be in Spring 2008. Comments can only be made on the Proposed Changes and not on those other elements of the Plan that remain unchanged since the Draft Plan was published.

**Consultation**

4. The Regional Assembly consulted widely in preparing the Draft RSS and at the Examination in Public key issues were debated by a wide range of different interested parties across the region. The Proposed Changes have also been subject to wide ranging consultation. Copies of the document and background papers referred to at the end of this report have been placed at Reception and in libraries and also in the Members library. The proposed responses set out in Annex B of this report have been drafted with the relevant officers from across the authority.

## Options

- Options open to the Executive are either to accept, reject or amend any of the comments attached as Annex B.

## Analysis

- The Council has actively engaged in RSS preparation over the last two years to ensure that the City's priorities and issues are properly reflected in the final document. At the Issues and Options Stage of RSS (January / February 2005 – 2 batches) Executive agreed some 'key messages' for York that were important to address in the RSS as it was being developed. These are set out in Annex A for members information.
- Officers believe that the development of the RSS to date has in general addressed these issues and the Proposed Changes do not undermine the Core Approach set out in Draft RSS, which we support. However, there are some key issues where the plan will need to be changed. Our full proposed responses to the Proposed Changes are set in Annex B. The remainder of this report draws out the key issues before seeking Member endorsement to submit the comments set out in Annex B as our formal response to the consultation.
- The key issues for the Council to respond to cover the following:
  - York's role in the region
  - The York Green Belt
  - Leeds City Region
  - York sub area
  - Housing
  - Economy
  - Transport
  - Environment and Climate Change

## York's role in the region

- York is identified as one of 12 "Sub Regional Cities", with Leeds, Sheffield (and now Hull) designated "Regional Cities". This does not adequately reflect the key regional role that York plays in higher education, tourism, retailing and the economy. York is placed in the same part of the hierarchy as towns such as Scarborough, Scunthorpe and Grimsby, yet has a greatly different regional role. We believe that York's 'regional' role should be recognised in the final RSS. A similar case could be made for Bradford. For some time these five cities were identified as the Key Cities in economic terms in the region.

## The York Green Belt

- The EIP Panel Report said that the York Green Belt boundary should "endure beyond the life of the Regional Plan" (Recommendation 13.1 ix) b)). The Proposed Changes are now saying it must endure "well beyond" the life of the Plan. PPG2 indicates the essential characteristics of Green Belt is their permanence and their protection must be maintained as far as can be seen ahead. A period 20-25 years



was the indicative timescale given by the York draft Local Plan Inspector. From adoption of the Local Development Framework Core Strategy (in 2009), this would take the Green Belt in York to at least 2029. Clearly 2029 is beyond the life time of RSS but the term “well beyond” is considered vague. The RSS policy should instead refer to “creating a permanent Green Belt boundary” with the end date to be determined through the LDF process to reflect local circumstances.

### Leeds City Region

11. The policies for Leeds City Region (of which York is part) in the RSS and Proposed Changes are generally fine, recognise York’s role and would provide an appropriate policy context in which we can progress our Local Development Framework.
12. We do however have a serious concern about the omission of any reference to York Northwest in Section E of Policy LCR1 which deals with Strategic Patterns of Development in the Leeds City Region. We also have a serious concern that it is not identified under Policy LCR2 which identifies “Regionally Significant Investment Priorities for the Leeds City Region.” This policy identifies where public and private sector investment will be targeted. It is therefore critical that York Northwest should be added, as it is one of the key investment priorities within the City Region and one of the four key New Growth Points identified in the Leeds City Region New Growth Point bid recently submitted. The Regional Assembly support this viewpoint and will be making similar representations.

### York sub area

13. The Council made strong representations for a separate York sub area to be included in Draft RSS to reflect York’s relationship with its wider hinterland in terms of its economy, housing markets, retail and transport. This ‘overlaps’ with York’s role as part of the Leeds City Region in the draft RSS. The concept and extent of the York sub area was endorsed by the Panel at the EIP. The Proposed Changes to Policy Y1 add further strength to the policy approach and are generally to be welcomed. We do however object to the deletion of the words “Develop York as a key driver of the regional economy” as this takes away from the importance of York’s important regional economic role.

### Housing

14. Our response to the Proposed Changes focuses on three key issues:
  - The Housing Numbers
  - Affordable housing
  - Mix and type of housing

#### *Housing Numbers*

15. The housing requirement for York has increased from **640/620** per year in the Draft RSS to **850** (after 2008) in the Proposed Changes. The Council’s response to the increased housing numbers for York needs to take account of the higher household projections published since the Draft RSS, the Panel Report and the findings of our own Housing Market Assessment. Some context re ‘the numbers’ is therefore given before we set our a proposed response.

16. In the North Yorkshire Structure Plan and draft Local Plan York was required to build **670** homes per year. This was less than the projected household growth at the time (700 new households per year) and reflected a policy of relative restraint given York's sensitive historic environment and Green Belt setting.
17. In the draft Regional Spatial Strategy (2005) this requirement was reduced to **640** up to 2016 and to **620** from 2016 to 2021 - again to reflect environmental constraints including York's sensitive historic environment and Green Belt setting.
18. Since the Draft RSS was published revised 2003-based national household projections were published (2006), which showed significant projected growth in the number of households nationally and in York (765 new households per year). This reflects a growing population, smaller households and people living longer.
19. The Panel who held the EIP into the draft RSS published their report in May 2007. They recommended that York accommodate **640** new homes per year from 2004-2011 and **850** per annum from 2011 to 2021. The Panel also concluded that, using the 2003 based household projections and projecting the last five years economic growth forward (Economic Scenario B), the housing requirement for York *could* be **984** dwellings per annum, but stated:

*"In spite of York's increased housing provision [from 640 to 850 pa after 2011] we consider that this does not fully reflect the development of York as a key driver in the Region's economy and the significant investment priorities as outlined in Policy YH1 of the Plan. We have considered the Scenario B provision for York [i.e. 984pa] but consider that there could be difficulty in accommodating this level of increase whilst still safeguarding the historic character of York and its environmental constraints..."*
20. The Panel therefore recommended an annual requirement for York at a mid-point - that is **850** dwellings per annum. They concluded that this does not necessarily mean that York could not accommodate a higher level of increase in the future but that further work needs to be undertaken through the RSS review and the LDF to establish the environmental capacity of York.
21. A new set of national household projections (2004 based projections) was published in 2007 *after* the EIP. These predicted even higher levels of household growth nationally and for York (1055 new households per year) with the significant increase reflecting much higher inward migration being assumed, both nationally and in York. The Proposed Changes to RSS increase the overall level of housing for York recommending that the 850 requirement starts earlier - 2008 rather than 2011 - and will cover a longer RSS plan period to 2026.
22. The 2007 York Strategic Housing Market Assessment (SHMA) concludes that, to achieve a balanced housing market in York, **982** new dwellings would be required per annum. The fact that demand/need exceeds the RSS target is not necessarily a compelling argument for changing that target. Many other factors have to be borne in mind, including infrastructure constraints, the need to protect the special character and setting of the city, and the SHMA acknowledged this.
23. In the light of the above we need to consider our response. There are pressing housing needs in the city and a need to better align housing and economic growth, whilst recognising that York's economic role providing jobs for a wider hinterland

and environmental constraints means that a complete match would not be appropriate. We therefore recommend the following response:

*“Despite concerns regarding the ability of the City to absorb the additional numbers (up from 640 to 850 per annum in the Proposed Changes and for a further 5 years to 2026) we recognise the higher household projections since the Draft RSS (in 2005) and the market demand/need identified in our recent Strategic Housing Market Assessment (2007). We would, therefore, be prepared to accept a step up to 850 per annum. This should, however, be from 2011 not 2008, to allow time to put the necessary LDF spatial strategy in place in a way that reflects York’s environmental constraints and addresses transport infrastructure constraints. This reflects the Examination in Public (EIP) Panel’s recommendations that the step up should start in 2011. Additional growth must be conditional on two key things:-*

- 1) *A recognition of the important role that brownfield Windfalls will play in future housing land provision. They have been a key element of our provision in York over the last 10 years and some account must be allowed for them over the longer period of the RSS to 2026. Without this it will lead to unnecessary release of greenfield land, counter to the Core Policies of the RSS.*
- 2) *Substantial assistance with infrastructure costs being made available through national and regional sources. Without this extra funding, then the significantly increased growth will lead to serious traffic congestion in what is already a physically constrained historic city. The step change in growth needs to be matched by a step change in infrastructure provision to support it, otherwise sustainable development will not be achieved.”*

#### *Affordable Housing*

24. We welcome the recognition in Policy H3 that LDF’s should set targets for affordable housing, and the provisional estimate that in North Yorkshire (including York) “over 40%” is likely to be needed. We welcome the reference in paragraph 13.43A that the figures will need to be reviewed in the light of findings from Strategic Housing Market Assessments. We also welcome the recognition in para 13.43 that “The Planning System has a key role in delivering affordable housing through the allocation of sites for development and the use of planning obligations ...”.

#### *Housing mix and type*

25. We welcome the new references in Policy H4 to providing “a mix of housing” that reflects the needs of the area “including for family housing”. This is critical to achieving sustainable communities and provides a clear steer for LDF documents. We also welcome the new wording in Para 13.50 that “Detailed analysis through strategic housing market assessments will inform the implementation of Policy H4”. This gives a clear steer on the importance of SHMA’s in setting appropriate policies on mix and type in LDF’s.

#### **Economy**

26. Our response to the Proposed Changes focuses on the job growth numbers. Some other issues are also addressed. These are dealt with below.

#### *The Job Numbers*

27. The RSS Proposed Changes identifies much higher levels of economic growth for York (2132 additional jobs per year) compared to the Draft RSS which included projections that ranged from no growth to up to 544 new jobs per year. We objected to the Draft RSS on the basis that the figures were too low. The York Employment Land Review (ELR) (2007) carried out for our LDF included detailed econometric modeling which showed that York could grow by 1060 new jobs per year. We think these figures are realistic, reflect past rates of growth in York, would allow Science City York to grow at 5% per year in accordance with agreed policy, and would allow York to fulfill its important local and regional economic role. We believe the Proposed Changes figures are too high, are not realistic and include a significant element of double counting.
28. The latest RSS economic projections, on which the Proposed Changes are based, add 'transformational projects' to their baseline scenario to get these higher levels of growth. In York these include projects such as the University expansion, York Central, Vanguard (Monks Cross South) and Terry's. The sites identified above will provide the opportunities to accommodate the growth predicted in our ELR growth projections - they will not provide job growth additional to that in our detailed projections - that would be double counting. The York ELR economic projections provide a more realistic way of looking at job growth and our response to the RSS Proposed Changes makes this clear.
29. Having credible employment figures is also important in trying to achieve a reasonable balance of housing and economic growth. The RSS Proposed Changes are recommending 850 new homes per year for York. This is a reasonably close match with the York ELR predicted employment growth for York of 1060 additional jobs per year, given York's sub regional economic role in providing employment for people across a wider hinterland, and given York's environmental constraints.
30. The much higher levels of economic growth in the RSS Proposed Changes (2132 additional jobs per year) is much higher than anything achieved previously in York and would lead for a call for much higher levels of housing to more closely match this. This would not be a sustainable position given the environmental and transport capacity issues facing the city.
31. The thrust of RSS policy is to rely on Local Employment Land Reviews to identify what is needed locally. The findings of our detailed local economic modeling, as part of the York Employment Land Review, should therefore be given significant weight in deciding on the correct figures for York and we make this clear in our representations. Our proposed response in Annex B has been drafted to reflect the above concerns and to highlight the need to rely on local employment land reviews in setting local job forecasts for York.

*Other economic issues*

32. We welcome the clarification in Policy E2 covering Town Centres and Major Facilities that Regional and Sub Regional city and town centres will be the main focus of office development (B1(a) Use Class), retail, leisure, entertainment, art culture and tourism. This reflects national policy guidance in PPS6 (Planning for Town Centres) and will provide the appropriate policy for ensuring the key role of York City Centre is protected and enforced.

33. We welcome the strengthening in wording that no further development of new, or expansion of existing, out of centre regional or sub-regional shopping centres should be allowed. This strong policy is needed to protect City Centres such as York where competition from major out of centre retail centres is strong.
34. We also support the reference in Policy E3 (Land and Premises for Economic Development) on the need to take account of “The ongoing restructuring and modernisation of the manufacturing sector”. However, we are concerned about the references in Table 14.6 to the need for an additional 90 hectares of land in York for industrial and storage distribution uses to 2021. This does not accord with the findings of our York Employment Land Review which identified a negative residual requirement for such uses over the same period, with a short term requirement to make some land available for smaller industrial units to meet pent up demand.
35. Part B of Policy E3 says that employment land reviews for LDF’s should “take account of” the job growth and employment land tables in RSS “along with more detailed sub regional or local forecasts”. Whilst we welcome this recognition of the importance of local employment land reviews we believe they should be given much greater weight in the wording of this policy to give clarity that the information in local employment land reviews will have primacy.

## **Transport**

36. In response to Policy T1 on Personal Travel Reduction and Modal Shift we believe that it should be made clear that any road user charging initiative must be part of a National Framework. This was deleted in the Proposed Changes and the reference should be re-instated.
37. In response to Policy T3 on Public Transport we believe that the deletion of the reference to key public transport corridors diminishes the perceived status of York station.
38. In terms of the regional Transport Investment and Management Priorities set out in Table 16.24A we have a number of concerns. In stating the high priority to category “A” schemes which concentrate extensively on very expensive inter-urban road and rail routes, the potential investment is skewed away from sustainable transport initiatives in urban areas. The inclusion of demand management (Transport Investment and Management Priority A1) is too specific and will not be the best solution to the transport challenges in all cities. The position of this initiative as priority “A1” implies top priority status. The need to improve public transport links is noted as priority “A7”, but with a diminished status.
39. The concern is that the “B” priorities may be overlooked, and “C” priorities disregarded entirely and in so doing, urban areas might only be supported with the integrated transport projects if demand management, particularly Road User Charging forms part of the package. A single solution to a variety of geographical and economic circumstances seems too prescriptive.
40. It is disappointing that there is no reference to the improvements to York’s Outer Ring Road as this route is a very important sub regional route and is part of the integrated transport package for the sub regional transport corridor and Leeds City Region. The important transportation links shown on figures 9.2 and 16.2 utilise the Outer Ring

Road so the absence of a reference to its improvement is seen as inconsistent. It is of particular concern that the specific needs of York, an important sub regional/regional centre, are only included in the second priority list (B5). Indeed, the priority B5 is at the bottom of the list, implying this is the lowest priority in this category.

## **The Environment and Climate Change**

41. Our response to the Proposed Changes focuses on four key issues:

- Climate Change
- Green Infrastructure
- On-site renewable energy generation
- Bio-diversity

### *Climate Change*

42. The Draft RSS policy (YH2) on Climate Change and Resource Use said that plans strategies, investment decisions and programmes should help to meet the region's targets to reduce greenhouse gas emissions by at least 20% below 1990 levels by 2010 and 25% below 1990 levels by 2015. These targets have been deleted from policy YH2 in the Proposed Changes. We strongly believe that the deletion of these targets seriously weakens the RSS and therefore the ability of local authorities to provide target based effective policies in their LDF's.

### *Green Infrastructure*

43. We welcome the addition of a new policy on Green Infrastructure (ENV 15) and the requirement for LDF's to define green infrastructure in terms of its location, function, size and levels of use. Green Infrastructure is defined as the network of protected species, nature reserves, green spaces and greenway linkages. Green infrastructure should provide (where possible) multi-functional uses, i.e. wildlife, recreational and cultural experiences as well as flood protection and microclimate control. It should also operate at all spatial scales, from urban centres through to open countryside. To accommodate growth in a sustainable way and to help combat the effects of climate change Green Infrastructure will be a critical component to any development strategy in the region and in York in particular. We suggest a number of proposed changes (in Annex B) which we feel would strengthen the clarity and importance of the policy.

### *Energy*

44. In policy ENV5 the removal of clause B iii (the requirement for 10% of energy in sizeable new development to come from on-site Renewable Energy sources), coupled with the requirement that only grid-connected capacity should count towards meeting targets, significantly weakens local authority influence over microgeneration. While the expectation is that all local authorities should include on-site renewables policies within their LDF's, until LDF policy is in place there would be a policy gap with respect to on-site renewables. Draft RSS policy is currently being used as a material consideration in determining planning applications.

45. In addition, the wording of clause A3 (in policy ENV5) establishes a threshold of 2MW for Combined Heat and Power (CHP) schemes- we consider that it is feasible to integrate combined heat and power systems to schemes whose energy demands are less than 2MW- this is particularly relevant since the majority of North Yorkshire's potential is expected to come from renewable heat rather than electricity. The threshold should therefore be removed from regional policy and established at a local level.

#### *Bio-diversity*

46. We have put forward a number of comments to Policy ENV8 to seek greater reference to the importance of local sites of bio-diversity value within RSS and seeking additional text in the policy stating that existing non-statutory sites should be retained and enhanced.

#### **Corporate Priorities**

47. Our proposed responses to the RSS Proposed Changes have been framed to accord with the following corporate priorities from the recently refreshed Corporate Strategy:
- Decrease the tonnage of biodegradable waste and recyclable products going to landfill
  - Increase the use of public and other environmentally friendly modes of transport
  - Improve the actual and perceived condition and appearance of city's streets, housing estates and publicly accessible spaces
  - 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 life chances of the most disadvantaged and disaffected children, young people and families in the city
  - Improve the quality and availability of decent affordable homes in the city
  - Improve our focus on the needs of customers and residents in designing and providing services

#### **Implications**

48. The following implications have been assessed:
- **Financial** - None
  - **Human Resources (HR)** - None
  - **Equalities** - None
  - **Legal** - None

- **Crime and Disorder** - None
- **Information Technology (IT)** - None
- **Other** - None

### **Risk Management**

49. In compliance with the Council's risk management strategy, there are no significant risks associated with the recommendations of this report.

### **Recommendations**

50. That Members:

- (1) Consider the proposed Council response to the Secretary of State's Proposed Changes to the RSS as attached at Annex B and approve them for submission to Government Office by the deadline of 21<sup>st</sup> December 2007.
- (2) Delegate to the Director of City Strategy the making of any incidental changes to the Council's response to the Proposed Changes that are necessary as a result of Members considering this report.

REASON: To ensure that the views of the authority are taken into account before the publication of Regional Spatial Strategy in Spring 2008.

### **Contact Details**

**Author:**

*David Caulfield*  
*Head of City Development*  
*Planning and Transport*  
*01904 55 1313*

**Chief Officer Responsible for the report:**

Bill Woolley  
Director of City Strategy  
City Strategy  
01904 55 1330

**Specialist Implications Officer**

*None*

**Report  
Approved**

**Date**

**Wards Affected:**

All

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



**Background Papers:**

- The Draft Revised RSS incorporating the Secretary of State's Proposed Changes. For public consultation 2007 (September 2007)
- Examination in Public (EIP) Panel Report (March 2007)
- The Regional Spatial Strategy – Draft for public consultation (December 2005)

**Annexes**

- Annex A 'Key messages' from CYC previous response to emerging RSS (Executive Jan/Feb 2005)
- Annex B Proposed City of York Council Response to the Secretary of State's Proposed Changes to Draft RSS

**Annex A: 'Key messages' from Report to Executive on the RSS Issues and Option Stage (January / February 2005)**

"It is officers view that a number of key messages should be relayed back to the Regional Assembly to inform their draft RSS work:

- Protecting the special setting of York and in particular its Green Belt should be recognised as a significant consideration in any policy options put forward in the draft RSS regarding the scale and location of development in York. A long term Green Belt to 2021 has been set through work on the Local Plan to date, which will be used as a basis for taking forward the new LDF for York.
- The Economic role of York as one of the five Key Cities in the region should be given explicit recognition in the draft RSS. The Specific role of Science City and the University as drivers for economic success should also be recognised. The role of York Central as a regional economic driver and employment site should be given explicit recognition.
- The acute affordable housing needs of the city should be recognised and appropriate policy responses supported in the RSS, such as the Golden Triangle Partnership which is seeking to develop solutions to the high affordable housing needs between Leeds, Harrogate and York.
- The specific transport priorities that flow from the continued economic success of York and its relationship with surrounding settlements need to be given explicit recognition. Capacity improvements to the A64 and enhancements to the York-Harrogate and York-Malton-Scarborough rail links should be recognised
- Specific policy responses should be developed within draft RSS that address the spatial planning issues for the York hinterland that flow from very particular circumstances – York's continued economic success; increased pressure on wider housing markets; acute affordable housing problems; heritage, environment and Green Belt constraints within the City; and the need for surrounding communities to meet their local needs and benefit from the economic success of York to aid their renaissance and achieve sustainable communities.
- That a balanced and clear approach to development is what we are seeking – one that recognises the economic, social and environmental needs, constraints and opportunities facing York but seeks sustainable development solutions to these within the City and by supporting mutually beneficial sustainable development within surrounding settlements.

## Annex B Proposed City of York Council Response to the Secretary of State's Proposed Changes to Draft RSS

<b>Chapter:</b>	<b>Policy/Paragraph/Table/Figure:</b>	<b>Page:</b> (in the Proposed Changes to draft RSS)
Core Approach	N/A	19 – 40
Core Approach	Policy YH1 – Overall Approach and Key Spatial Priorities	22
Core Approach	Policy YH2 – Climate Change and Resource Use	25
Core Approach	Policy YH2	25
Core Approach	Policy YH5 – Regional Cities and Sub Regional Cities and Towns	29
Core Approach	Policy YH9 – Green Belts	38
Leeds City Region	Policy LCR1 – Leeds City Region and Sub Area Policy	48
Leeds City Region	Paragraph 6.1	50
Leeds City Region	Policy LCR2 – Regionally Significant Investment Priorities for Leeds City Region	55
Leeds City Region	Figure 6.2	57
York	Policy Y1 – York sub area	75
York	Paragraph 9.8	77
York	Figure 9.1 & 9.2	79 & 80
Economy	Policy E1 – Creating a Successful and Competitive Regional Economy	99
Economy	Table 14.7	101
Economy	Table 14.7A	103
Economy	Policy E2 – Town Centre and Major facilities	104
Economy	Policy E3 – Land and Premises for Economic Development	106
Economy	Table 14.6	107
Economy	Policy E4 – Regional Priority Sectors and Clusters	110
Economy	Policy E6 – Sustainable Tourism	113
Economy	Paragraph 14.42	114
Housing	Policy H1 – Provision and Distribution of Housing	117
Housing	Table 13.1	119
Housing	Policy H3 – The Provision of Affordable Housing	130
Housing	Policy H4 – Housing Mix	133
The Regional Transport Strategy	Policy T1 – Personal Travel Reduction and Modal Shift	139
The Regional transport Strategy	Policy T3 – Public Transport	145
The Regional Transport Strategy	Policy T9 – Transport Investment and Management Priorities	165
Environment	Policy ENV2 – Water Resources	178
Environment	Policy ENV5 – Energy	184
Environment	Policy ENV15 – Green Infrastructure	188
Environment	Policy ENV8 - Biodiversity	195
Environment	Policy ENV9 – Historic Environment	201
Environment	Policy ENV11 – Health and Recreation	206



GOVERNMENT OFFICE  
FOR YORKSHIRE AND THE HUMBER

## THE YORKSHIRE AND HUMBER PLAN THE SECRETARY OF STATE'S PROPOSED CHANGES COMMENTS FORM

Representations about the Secretary of State's Proposed Changes are invited and must be received by GOYH before **4pm on Friday 21 December 2007**. We will be able to deal with responses more quickly if they are made online. Alternatively, completed comments forms can be submitted by email, post or fax.

- To make an ONLINE RESPONSE please visit: [www.goyh.gov.uk](http://www.goyh.gov.uk)
- Please send this comments forms by EMAIL to: [yhregionalstrategies@goyh.gsi.gov.uk](mailto:yhregionalstrategies@goyh.gsi.gov.uk)
- Please send comments forms by FAX to: 0113 3413076
- Please send comments forms by POST to: Regional Strategies Team, GOYH, Lateral, 8 City Walk, Leeds, LS11 9AT

Please note that all comments will be made available for the public to read – they cannot be treated as confidential. All comments received will be taken into account before the Yorkshire and Humber Plan is finalised and published, currently expected to be in Spring 2008. If you wish to be notified when the Plan is finalised and published please tick here

### Section A: Your Contact Details

Comments by or on behalf of:		Agent (if applicable):	
Organisation	City of York Council	Organisation	N/A
Surname	Caulfield	Surname	
First Name	David	First Name	
Address	9 St Leonard's Place	Address	
	York		
	North Yorkshire		
Postcode	YO1 7ET	Postcode	
Email	david.caulfield@york.gov.uk	Email	
Tel (Daytime)	01904 551313	Tel (Daytime)	
Fax	01904 551392	Fax	

These comments are being made on behalf of (please tick most appropriate)			
Private individual		Development company	
Local Authority	✓	Utility company	
Parish Council		Other company / business	
Government Agency		Campaign group	
Other public sector body		Voluntary / community group	

You need only fill in Section A of this form once irrespective of how many different parts of the Plan you wish to comment on. For each different part of the Plan you wish to comment on, please complete a separate Section B of this form and attach these to the completed Section A.

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 19-40	Core Approach Chapter
-------------	-----------------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment <input checked="" type="checkbox"/>
---	---------------------------------	---

### Why do object to or support the proposed change?

1. We support the retention of the Plan's Core Approach with its emphasis on cities and towns as the most sustainable focus for new development and managing the environment as a key resource. We do object to Proposed Changes to certain of the policies in this section and these are dealt with in separate representations submitted.
2. We have concerns about the fundamentally different scale of growth now being planned for (both housing and economic) and would emphasise that a step change in investment for transport, social and green infrastructure is needed to deliver these higher rates of growth in a sustainable way.

### What further change would you like to be made to the Plan?

1. No change.
2. This should be addressed at the front of the document by the addition of an additional paragraph. Add to supporting text after policy YH1.

*"It is recognised that a step change in investment for transport, social and green infrastructure is needed to deliver the higher rates of growth set out in the Plan if development is to be delivered in a timely and sustainable way."*

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 22	Policy YH1 (Overall Approach and Key Spatial Priorities)
----------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment
---	---------------------------------	---------

### Why do object to or support the proposed change?

We welcome the additions to Part B at 6 to "protect and enhance the region's environmental resources including areas of international and national importance" and at 7 to "ensure that transport management and investment support and help to deliver the spatial strategy". Both are critical components of achieving sustainable development.

### What further change would you like to be made to the Plan?

None.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 25	Policy: YH2 (Climate Change and Resource Use)
----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

The deletion of the targets within section A of policy YH2 seriously weakens it and therefore the ability of LA's to provide target based, effective policies in their LDF's. The Draft supplement to PPS1 (Delivering Sustainable Development) Planning and Climate Change is quoted in the reason for this change, essentially that targets should be avoided that are beyond the influence of the RSS. However other parts of the PPS contradict this as in paragraph 10 page 15 which states 'Regional Planning bodies should not bring forward policy on climate change in isolation from other regional considerations. Climate Change should be a key and integrating theme...' it then goes onto demonstrate the policy areas in which this could be done – thus demonstrating the influence policies in a RSS have on tackling climate change and helping to meet targets.

In paragraph 12 page 16 of the PPS (from which the statement comes to support the removal of the targets in the policy) it states 'Targets can provide helpful yardsticks for assessing successful implementation when their likely achievement derives directly from identified policies in the RSS.' It is recognised that not all policies in the RSS will achieve this and that those that do will not be the only policies and actions that help to meet the target, but they do make a significant contribution, significant enough for the continued inclusion of the targets in the policy. In addition the PPS clearly states in paragraph 10, the holistic nature of tackling climate change and that all policy areas, spatial, economic, environmental have key roles to play. The removal of the target from this policy in a major strategic document for the region is a retrograde step and does little to support the work LA's are trying to deliver to tackle climate change in a serious and coordinated manner.

In the justification to the Proposed Changes it suggests that a solution to the removal of the target from the policy is to develop trajectories for carbon performance of new residential and commercial development at the next review of the RSS. We consider this is inadequate for a number of reasons:

- Restricting the assessment of carbon performance to these two areas of activity is too narrow. While it is recognised that these are major areas of influence for the RSS, the PPS clearly states the integration of climate change into all policies.
- The use of trajectories confuses the issue of tackling climate change. A trajectory only identifies a rate of change. If this is not related to an overall target stated in a policy any trajectory set at a later date will be unrealistic and will miss the opportunity to really tackle this globally important issue.
- It appears very difficult to understand how realistic trajectories for action can be set

without a clear direction of travel that a policy based target offers.

**What further change would you like to be made to the Plan?**

None

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council



## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (eg a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 25	Policy: YH2 (Climate Change and Resource Use)
----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

In the Proposed Changes it concludes that the addition of recommendation 3.9 from the EIP Panel (to refer to policy H4) is not implemented. Whilst we recognise that referring to other policies, as part of another is not ideal it does clearly demonstrate that tackling Climate Change if we are to take the issue seriously, is about integrating it into the whole of the RSS. This approach is advocated in the Draft PPS Planning and Climate Change paragraph 10 page 15 which states 'Regional Planning bodies should not bring forward policy on climate change in isolation from other regional considerations. Climate Change should be a key and integrating theme...'.

### What further change would you like to be made to the Plan?

Put a cross reference to policy H4 in policy YH2 as per the EIP Panel recommendation.

### These comments are by or on behalf of (please insert your name as in Section A of this form:

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 29	Policy YH5 (Regional Cities and Sub Regional Cities and Towns)
----------	--

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

York is identified as one of 12 "Sub Regional Cities", with Leeds, Sheffield (and now Hull) designated "Regional Cities". This does not adequately reflect the key regional role that York plays in higher education, tourism retailing and the economy. York is placed in the same part of the hierarchy as towns such as Scarborough, Scunthorpe and Grimsby, yet has a greatly different regional role. York's regional role should be recognised in the final RSS.

### What further change would you like to be made to the Plan?

Include York as a Regional City. The same case could also be made for Bradford.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 38	Policy YH9 (Green Belts)
----------	--------------------------

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

The EIP Panel Report said that the York Green Belt boundary should "endure beyond the life of the Regional Plan" (Recommendation 13.1 ix b)). The Proposed Changes are now saying it must endure "well beyond" the life of the Plan. PPG2 (Green Belts) indicates the essential characteristics of Green Belt is their permanence and their protection must be maintained as far as can be seen ahead. A period 20-25 years was the indicative timescale given by the York draft Local Plan Inspector. From adoption of the LDF Core Strategy (in 2009), this would take the Green Belt in York to at least 2029. Clearly 2029 is beyond the life time of RSS but the term "well beyond" is considered vague. The RSS policy should instead refer to "creating a permanent Green Belt boundary" with the end date to be determined through the LDF process to reflect local circumstances.

### What further change would you like to be made to the Plan?

The wording in Section C of the policy should be amended to say "The boundaries must take account of the levels of growth set out in this RSS and must also endure beyond 2026 to create a permanent Green Belt boundary"

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 48	Policy LCR1 (Leeds City Region Sub Area Policy)
----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

- Section E Strategic Patterns of Development refers to the "Regionally Significant Investment Priorities" covered in Policy LCR2. York Northwest should be added to this Section, as it is one of the key investment priorities within the City Region and one of the four key New Growth Points identified in the Leeds City Region New Growth Point bid recently submitted.
- Section A – the Panel Report (Recommendation 10.5) said that particular attention should be given to the role of Bradford and in the Proposed Changes a separate reference (A3) is made to transforming Bradford. York is then listed along with other "Sub Regional Cities and Towns" for "enhanced and complementary roles". This intentional (or implied) change in the hierarchy of places does not reflect the key role York plays as a major city within the Leeds City Region – it should be treated on a par with Bradford in terms of its role in the Leeds City Region.

### What further change would you like to be made to the Plan?

- Section E – Suggested wording change:  
" Deliver at York Northwest a significant number of new homes as well as a new central business district for York and a mix of other employment and tourism uses."
- Section A – Suggested wording change:  
"Develop the role of York as a key regional city by balancing growth in jobs and homes whilst protecting the special historic character and setting of the city."

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 50	Para 6.1 (LCR1 – Leeds City Region Sub Area Policy)
----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

The EIP Panel Report (Recommendation 10.2) said that it should be made clear that aspects of Policies LCR1 and LCR2, which affect the Sub Regional Centres in the City Region, apply to York (and Barnsley). The deletion of Paragraph 6.1 which says that Section 6 (Leeds City Region) and Section 9 (York Sub area) should be read together to fully understand the LCR picture goes against this clear Panel recommendation.

### What further change would you like to be made to the Plan?

Para 6.1 final sentence should be reinstated to make the need to read Section 6 and Section 9 together very clear.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 55	Policy LCR2 (Regionally Significant Investment Priorities for Leeds City Region)
----------	--

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

- Part A refers to improving public transport – particularly in Leeds. The Leeds City Region is polycentric and contains a number of major urban centres. Public transport investment should be focussed on these centres and the links between them and not just on the city of Leeds.
- York Northwest is a regionally significant investment priority and one of the four New Growth Points in the recent LCR bid. It should therefore be included within this policy.

### What further change would you like to be made to the Plan?

- Part A – delete reference to "particularly in Leeds" and replace with "within and between the major urban centres."
- Add York Northwest to the policy with the following description: "To support the delivery at York Northwest of a significant number of new homes as well as a new central business district for York and a mix of other employment and tourism uses, through supporting the following investment requirements:
  - A package of measures to address access to the sites and improvements to the wider highway network.
  - Some re-modeling at York station to achieve optimum mix of uses at York Central and improve public transport and other access
  - Enhanced park and ride and public transport access to the sites including potential to use the existing rail corridor
  - Land remediation and mitigation of archaeological impacts
  - Flood protection and mitigation measures
  - Training programmes to access employment opportunities."

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 57	Fig 6.2
----------	---------

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

- The Proposed Changes recommend that relevant designations (e.g. regeneration/investment areas) of sub area significance from the York sub area that overlap with the Leeds City Region be added to Fig 6.2. York Northwest should be identified on Fig 6.2 but is not.
- There is one identified for "York University and Science Park" – it should be made clear that Science City is a citywide initiative and does not just relate to the York University campus.
- There is a green dotted line around York on the Fig which does not appear on the Key – what does this mean?

### What further change would you like to be made to the Plan?

- Add York Northwest as a Regeneration/investment area to Fig 6.2
- Make it clear that Science City is a city-wide initiative and does not just apply to the University site.
- Delete or clarify what the green dotted line around York represents.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 75	Policy Y1 (York Sub Area Policy)
----------	----------------------------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input checked="" type="checkbox"/>	Comment
---	--	---------

### Why do object to or support the proposed change?

- Part B – deletion of the words "York is a Key driver in the regional economy" takes away from York's Key economic role. York has been one of the success stories of the regional economy over the last decade and this is projected to continue with significant growth in knowledge and science related business (through Science City York – one of only six Science Cities nationally) and growth in financial and professional services and tourism.
- Part C1 – the addition of a reference to define the detailed boundaries of York's Green Belt is welcomed. This is a key priority within York's LDF.
- Part C3 – The reference to protecting and enhancing "internationally important bio-diversity sites" is welcomed.
- Part C6 – The reference to "improve air quality, particularly along main road corridors in York" is welcomed. However, it should be more focussed on addressing air quality within defined Air Quality Management Areas.
- Part D2 – The reference to "Implement stronger demand management in York and in relation to the strategic highway network" is welcomed but any road user charging initiative must be part of a national framework.
- Part D4 - The reference to "Improve accessibility to and within York, particularly by improved facilities for walking and cycling, increased capacity and quality of public transport, and new park and ride facilities" is welcomed. A step change in public transport provision will be needed to deliver the higher rates of growth in the RSS Proposed Changes. The text should also refer to "increased capacity on parts of the highway network" as key improvements to strategic road links such as the Outer Ring Road will be needed to accommodate the levels of growth now proposed. Investment in roads as well as public transport will be needed as part of a balanced transport package.
- Part E4 – The reference to "Focus on meeting local housing needs and economic diversification elsewhere in the Sub area" is welcomed. However, the following words "especially to the north and east of the York built up area" are confusing. The policy needs to clarify whether it is referring to the villages and rural areas immediately north and east of York (e.g. Haxby, Strensall and Dunnington) or whether it is referring to those more remote settlements within Ryedale and East Riding. This is important because settlements in close proximity to York may play a different role in meeting the needs of the City compared to those more remote from York. Also the York LDF is unlikely to make a distinction in the role of settlements based on whether they are north, south, east or west of York, but more on whether they are sustainable in terms of local, facilities, public transport access and local environmental considerations. The implied different treatment of areas north and east of York is therefore vague and unnecessary



in planning policy terms in the RSS.

**Why do object to or support the proposed change?** Continued .../...

- Part F1 – The reference to York Central should now be replaced with York Northwest to reflect the much larger regeneration opportunity offered by the York Central and British Sugar sites combined. The reference to “Science City at York” should be replaced with its proper designation – “Science City York”.
- Part F2 – The wording “Manage flood risk in line with the sequential test approach” is welcomed. This represents a pragmatic approach and reflects the findings of our recent strategic Flood Risk Assessment.
- B1 - The Proposed Changes do not emphasise adequately York's important economic roles as:
  - 1) A designated National Science City
  - 2) A visitor gateway for its sub-area, the city region the region and beyond.

**What further change would you like to be made to the Plan?**

- Part B1 - Include reference to the National Science City designation and tourism/visitor gateway in paragraph B1.
- Part B – retain “York is a key driver in the regional economy”
- Part C6 – replace with “Improve air quality in Air Quality Management Areas in York”
- Part D4 – Add “and increased capacity on parts of the highway network where essential”.
- Part E4 – Clarify whether “especially to the north and east of the York built up area” refers to those rural areas and linkages immediately north and east or those more remote areas in Ryedale and East Riding. Make it clear that around York the role of settlements will be determined by sustainability considerations including locations) rather than just on whether they are north or east of York.
- Part F1 – Replace “York Central with “York Northwest” and “Science City at York” with “Science City York”.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 77

Para 9.8 (Y1 – York Sub Area Policy)

### Do you object or support the proposed change (please tick one)?

Support

Object ✓

Comment

### Why do object to or support the proposed change?

- The deletion of this paragraph regarding the significant growth of the York sub area economy in the last 20 years and the future role of "Science City" and the University removes a key part of the reasoned justification to the Policy.
- The Panel Report (Recommendation 13.1 b)) said a description of York Central and Science City should be given. This could be included within paragraph 9.8, if retained. Science City is referred to under Policy YH1 at Section F1, so does need a description or explanation in the supporting text.

### What further change would you like to be made to the Plan?

- Retain paragraph 9.8
- Add to paragraph 9.8 the following:  
"Science City York provides support to technology based businesses in York and the wider area, and provides three technology based business clusters:
  - Bio-science York
  - Creative York
  - IT and Digital York"

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Pages: 79 and 80

Figs 9.1 and 9.2 (Y1 – York Sub Area)

### Do you object or support the proposed change (please tick one)?

Support

Object

Comment ✓

### Why do object to or support the proposed change?

- Fig 9.1 – It would help with clarity in the Plan if the Local Service Centres were named on this context map (as they are on context map Fig 9.2).
- Fig 9.2 – York Northwest should be added to the Regeneration/investment areas of sub area significance.
- Fig 9.2 – This does not show key roads into/from York such as the A19 (Selby and Teesside), A59 (Harrogate) and A1066 (Hull).

### What further change would you like to be made to the Plan?

- Name all Local Service Centres on Fig 9.1.
- Fig 9.2 – Add York Northwest.
- Fig 9.2 – Add key roads as set out above.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page:99	Policy E1 (Creating a Successful and Competitive Regional Economy)
---------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input checked="" type="checkbox"/>	Comment
---	--	---------

### Why do object to or support the proposed change?

Section A – Says that plans and strategies should help to deliver the job growth potential indicated by Tables 14.7 and 14.7A. In Table 14.7 the annual job growth for York is identified as 2,130 additional jobs per year. This is way in excess of the potential identified in our own Employment Land Review (2007) which had detailed economic projections from Cambridge Econometrics which showed potential job growth of 1060 jobs per year. This is a realistic and sustainable figure for York, would reflect past rates of growth, would deliver Science City York aspirations to grow at 5% per year and would allow York to fulfil its important local and regional economic role. This should be referred to in the final RSS.

We are concerned that the figures in the Regional Economic Model include a significant element of double-counting. In York the "transformational projects" are the sites which will deliver our local employment projections of 1060 per year. They are not additional to those projects. Supporting text at Para 14.4 says that for the purpose of preparing LDF's, Policy E3 allows for the use of more detailed sub regional or local forecasts along with the information in Table 14.7. Policy E3 B says that local employment land reviews to inform LDF's should "take account of" the potential job growth set out in Table 14.7. To make Policies E1 and E3 consistent Policy E1 should be reworded so that plans and strategies should only have to "take account of" the employment projections projects in Table 14.7 and not "should help to deliver" as the wording currently says.

Section B – We welcome the new reference to the importance of the role of regional and sub regional Cities as key drivers of the economy.

After Section C – We welcome the new reference to plans and strategies taking into account "the modern manufacturing sector and the modernisation of manufacturing industries" as this is a key component of a diverse and balanced economy.

Section F – We welcome this strengthened reference to supporting development related to important sectors or clusters where they have specific property requirements. This is particularly important in York where different clusters that make up Science City York have specific property and locational requirements. These may change over time but the policy as worded is flexible enough to accommodate this.

Continued .../...

**What further change would you like to be made to the Plan?**

Section A – The policy should be recast so that plans and strategies only have to “take account of” the job growth potential indicated by Table 14.7 instead of “should help to deliver” as currently worded. The primary role of local Employment land Reviews in determining realistic and appropriate job growth forecasts should be made much clearer in this policy and the supporting tables.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 101	Table 14.7
-----------	------------

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

We object to the annual job growth figure for York of 2,130 for the reasons set out in our response to Policy E1. The figure in our local Employment Land Review (1,060 jobs per year) would continue previous significant rates of economic growth and would be sufficient to deliver of Science City York objectives, and ensure York plays an important local and regional economic role.

### What further change would you like to be made to the Plan?

Replace with the detailed job forecast from our Local Employment Land Review which projected 1,060 additional jobs per year, or replace with regional economic projections revised to remove double counting, and make it clear that local employment land projections will be given primacy in determining realistic and appropriate job growth forecasts.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 103	Table : 14.7A
-----------	---------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input checked="" type="checkbox"/>	Comment
---	--	---------

### Why do object to or support the proposed change?

- Table 14.7A sets out an extremely detailed approach to meeting the forecasted needs of different employment land types in different locations. This is overly prescriptive and will not properly promote the wider spatial policies of the plan.
- However, we do support the distinction it draws between B1(a) office uses and B1(b) research and development/B1(c) light industry uses. This is necessary to reflect that in accordance with PPS6 (Planning for Town Centres), offices should be in the first instance focussed in town centre locations, whereas B1(b) and B1(c) uses can be located on employment sites outside of city centres.

### What further change would you like to be made to the Plan?

- Delete Table 14.7A and replace it with something similar to that within the draft RSS but amend it to reflect revised economic projections (and taking into account our comments to policy E1 and Table 14.7) and to show the distinction between B1 (a) offices and B1 (b) research and development type uses)

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 104	Policy E2 (Town Centre and Major Facilities)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment
---	---------------------------------	---------

### Why do object to or support the proposed change?

- Part A – We welcome the further clarification that it will be The Regional City and Sub Regional City and Town Centres that will be the main focus of offices (B1(a)), retail, leisure, entertainment, arts, culture, tourism. This is necessary to deliver the plans core approach, it reflects national policy in PPS6 (Planning for Town centres) and will provide the appropriate policy context for protecting and enhancing the role of York City Centre.
- Part C – We welcome the strengthened wording that "No further development of new, or expansion of existing, out of Centre regional or sub-regional shopping centres should be allowed. This strong policy is needed to protect City Centres such as York where competition from major out of Centre retail centres is strong.

### What further change would you like to be made to the Plan?

None

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council



## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (eg a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 106	Policy E3 (Land and Premises for Economic Development)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input checked="" type="checkbox"/>	Comment
---	--	---------

### Why do object to or support the proposed change?

- Part A – We welcome the clarification that plans and strategies should make use of “appropriately located previously developed land and current allocations”. This makes it much clearer the primacy of allocating brownfield land in sustainable locations as a first priority, in accordance with the Core Approach of the Plan.
- Part A1 – We object to the reference to the job growth references in Table 14.7A, for the reasons set out in our response to that Table.
- Part A2 – We support the reference to the need to take account of “The ongoing restructuring and modernisation of the manufacturing sector”. However, we are concerned about the references to Table 14.6 as this identifies a need for an additional 90 hectares of land for industrial and storage distribution uses to 2021 for York. This does not accord with the findings of our local Employment Land Review (2007) which identified a negative residual requirement for such uses over the same period, with a short term requirement to make some land available for smaller industrial units to meet pent up demand.
- Part B – This says that employment land reviews for LDF's should “take account of” the job growth and employment land tables in RSS “along with more detailed sub regional or local forecasts”. Whilst we welcome this recognition of the importance of local employment land reviews we believe they should be given much greater weight in the wording of this policy to give clarity that the information in local employment led reviews will have primacy.

### What further change would you like to be made to the Plan?

- Part A2 - make it clear that the amount of land required for different employment uses should be determined by local Employment Land Reviews.
- Part B – Change the wording to make it clear that detailed Local Employment Land Reviews will have primacy over the general employment land forecasts set out in RSS.

### These comments are by or on behalf of (please insert your name as in Section A of this form:

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 107	Table 14.6 (Policy E3 – Land and Premises for Economic Development)
-----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

The deletion of Table 14.8 from the draft RSS, which gave "key messages" for each district in terms of employment land, is a retrograde step. Table 14.6 of the Proposed changes is far less specific for York, merely saying "York may require additional allocations". This is far too general. The text in Table 14.8 of the draft RSS was very relevant and specific to York, it should be reinstated.

### What further change would you like to be made to the Plan?

- Delete Table 14.6 and replace with Table 14.8 from the draft RSS.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 110	Policy E4 (Regional Priority Sectors and Clusters)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment <input checked="" type="checkbox"/>
---	---------------------------------	---

### Why do object to or support the proposed change?

- We support the specific reference to the named key economic sectors and clusters in this policy, including financial and business services, tourism, bio-science and digital. This gives added clarity to the plan and underlines their importance to the economic strategy for the region. These are all key sections of the York economy.

### What further change would you like to be made to the Plan?

- Para 14.31 – It would be appropriate to refer to the 10 "Policy Product Areas" now identified by Yorkshire Forward which will be used in future years to guide their investment planning and strategy work.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 113	Policy E6 (Sustainable Tourism)
-----------	---------------------------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment <input checked="" type="checkbox"/>
---	---------------------------------	---

### Why do object to or support the proposed change?

- We support this policy.
- Part 2A - For clarity the word "product" should be inserted after "tourism".

### What further change would you like to be made to the Plan?

- Part A2 – Add "product" after "tourism"
- Under Lead Roles on page 114 the newly formed "Area Tourism Partnerships" now need to be included and under the Main Mechanisms heading the "Tourism Strategies and Action Plans" need to be added

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 114	Paragraph: 14.42 (Policy E6 – Sustainable Tourism)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support	Object .	Comment
---------	----------	---------

### Why do object to or support the proposed change?

Rationalisation in the Sustainable Tourism Section has meant that an important part isn't being covered. Tourism development isn't just about "coping with more visitors". This is recognised in the region's tourism strategy which is designed to promote value over volume. This will often mean significant prior investment to achieve it.

### What further change would you like to be made to the Plan?

After "visitors" line 6 of para 14.42 now add: - "Heritage visitor destinations have specific sensitivities but need to reflect their heritage assets in contemporary ways which may require investment especially if the Regional Tourism Strategy's aim of promoting "value over volume" is to be achieved.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 117	Policy H1 (Provision and Distribution Housing)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment
---	---------------------------------	---------

### Why do object to or support the proposed change?

- Part C – We welcome the deletion of the provision targets for each planning authority for development taking place on previously developed land (PDL) and concur with the view that the percentage of PDL should be set through LDF's on the basis of sound evidence and taking into account the higher housing numbers in the Proposed Changes.
- Our views on the proposed housing numbers in York are set out in our response to Table 13.1 of the Plan.

### What further change would you like to be made to the Plan?

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 119	Table 13.1 (Policy H1 – Provision and Distribution Housing)
-----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object	Comment ✓
---------	--------	-----------

### Why do object to or support the proposed change?

- Despite concerns regarding the ability of the City to absorb the additional numbers (up from 640 to 850 per annum in the proposed changes) we recognise the higher household projections since the Draft RSS (in 2005) and the market demand/need identified in our recent Strategic Housing Market Assessment (2007). We would, therefore, be prepared to accept a step up to 850 per annum. This should, however, be from 2011 not 2008, to allow time to put the necessary LDF spatial strategy in place in a way that reflects York's environmental constraints and addresses transport infrastructure constraints. This reflects the Panel's recommendations that the step up starts in 2011. Additional growth must be conditional on two key things:-
- 1) A recognition of the important role that brownfield Windfalls will play in future housing land provision. They have been a key element of our provision in York over the last 10 years and some account must be allowed for them over the longer period of the RSS to 2026. Without this it will lead to unnecessary release of greenfield land, counter to the Core Policies of the RSS.
  - 2) Substantial assistance with infrastructure costs being made available through national and regional sources. Without this extra funding, then the significantly increased growth will lead to serious traffic congestion in what is already a physically constrained historic city. The step change in growth needs to be matched by a step change in infrastructure provision to support it, otherwise sustainable development will not be achieved.

### What further change would you like to be made to the Plan?

- The 850 per annum target for York should apply from 2011 not 2008.
- Policy H1 B refers to the importance of "investment decisions" to ensure the delivery of the housing numbers set out in Table 13.1. The section on "Monitoring, Implementation and Delivery" should include a new paragraph that recognises the importance of a step change in infrastructure (transport, social and green) to delivery the step change in housing numbers now required.

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 130	Policy H3 (The Provision of Affordable Housing)
-----------	---

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment <input checked="" type="checkbox"/>
---	---------------------------------	---

### Why do object to or support the proposed change?

- We welcome the recognition that LDF's should set targets for affordable housing, and the provisional estimate that in North Yorkshire (including York) "over 40%" is likely to be needed.
- We welcome the reference in paragraph 13.43A that the figures will need to be reviewed in the light of findings from Strategic Housing Market Assessments.
- We welcome the recognition in para 13.43 that "The Planning System has a key role in delivering affordable housing through the allocation of sites for development and the use of planning obligations ..."
- Paragraph 13.47 states that "The Greatest Challenge to affordable housing delivery will be the rural areas where the housing market is strong". This does not give the full picture. The attractive historic towns and cities such as Harrogate and York have equally pressing affordable housing needs and challenges to delivery. This should be reflected in amendments to the text.

### What further change would you like to be made to the Plan?

- Para 13.47 – add after "rural areas" – "and historic towns and cities, "

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------



## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 133	Policy H4 (Housing Mix)
-----------	-------------------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment
---	---------------------------------	---------

### Why do object to or support the proposed change?

- We welcome the new references to providing "a mix of housing" that reflects the needs of the area "including for family housing". This is critical to achieving sustainable communities and provides a clear steer for LDF documents.
- We also welcome the new wording in Para 13.50 that "Detailed analysis through strategic housing market assessments will inform the implementation of Policy H4" as this gives a clear steer as to the importance of SHMA's in setting appropriate policies on mix and type in LDF's.

### What further change would you like to be made to the Plan?

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State’s Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 139	Policy T1 (Person Travel Reduction and Modal Shift)
-----------	---

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

Policy T1F - It is considered that any Road User Charging initiative must be part of a National Framework and this objective should be retained.

### What further change would you like to be made to the Plan?

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 145	Policy T3 (Public Transport)
-----------	------------------------------

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

Policy T3B - York has a strategic interchange of regional and National importance. The omission of the references to key public transport corridors diminishes the perceived status of York Station and undermines the Leeds City Region concept.

### What further change would you like to be made to the Plan?

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 165	Policy T9 (Transport Investment and Management Priorities)
-----------	--

### Do you object or support the proposed change (please tick one)?

Support	Object <input checked="" type="checkbox"/>	Comment
---------	--	---------

### Why do object to or support the proposed change?

T9 - Transport Investment and management Priorities:

In stating the high priority to "A" schemes which concentrate extensively on very expensive interurban road and rail routes, the potential investment is skewed away from sustainable transport initiatives in urban areas. The inclusion of demand management (Transport Investment and Management Priority A1) is too specific and will not be the best solution to the transport challenges in all cities. The position of this initiative at position A1 implies top priority status.

The need to improve public transport links is noted within A7, but with a diminished status.

The concern is that the "B" priorities may be overlooked, and "C" priorities disregarded entirely and in so doing, urban areas might only be supported with the integrated transport projects if demand management, particularly Road User Charging forms part of the package. A single solution to a variety of geographical and economic circumstances seems too prescriptive.

It is disappointing that there is no reference to the improvements to York's Outer Ring Road as this route is a very important sub regional route and is part of the integrated transport package for the sub regional transport corridor and Leeds City Region. The important transportation links shown on figures 9.2 and 16.2 utilise the Outer Ring Road so the absence of a reference to its improvement is seen as inconsistent.

It is of particular concern that the specific needs of York, an important sub regional / regional centre, are only included in the second priority list (B5). Indeed, the priority B5 is at the bottom of the list, implying this is the lowest priority in this category.

### What further change would you like to be made to the Plan?

--

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 178	Policy ENV2 (Water Resources)
-----------	-------------------------------

### Do you object or support the proposed change (please tick one)?

Support <input checked="" type="checkbox"/>	Object <input type="checkbox"/>	Comment
---	---------------------------------	---------

### Why do object to or support the proposed change?

Support given to the reference made to the "Code for Sustainable Homes".

Agree that 100% of publicly funded housing should meet the code level 3.

### What further change would you like to be made to the Plan?

A target should be set for private housing as well as publicly funded housing. A certain % of privately built housing (i.e. developments over a certain threshold) could be required to meet the Code level 3. This threshold should be specific to the area. This would support the approach we have taken through an Interim Planning Statement on Sustainable Design and Construction and provide an 'interim' policy position prior to Council's adopting detailed policies through their LDF's.

### These comments are by or on behalf of (please insert your name as in Section A of this form:

City of York Council.
-----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 184	Policy ENV5 (Energy)
-----------	----------------------

### Do you object or support the proposed change (please tick one)?

Support	Object .	Comment
---------	----------	---------

### Why do object to or support the proposed change?

Part A3 - It is feasible to integrate combined heat and power systems on schemes whose energy demands are less than 2MW. While this clause seeks to maximise the use of combined heat and power, the inclusion of a reference to a threshold could constrain use of CHP.

The National Energy Foundation undertook an assessment of the likely potential uptake of micro-generation renewables by 2010 and 2021 within North Yorkshire districts. This showed indicative potential for North Yorkshire of 45MW to 2010 and 372MW to 2021. The greatest potential (particularly in the short term) is expected to come from renewable heat rather than electricity - small scale wood heating followed by solar water heating and ground source heat pumps, particularly in the short term. Micro-generation of electricity (either through PV or micro wind) is considered to offer least potential.

### What further change would you like to be made to the Plan?

--

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State’s Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 188	Policy: ENV15 (Green Infrastructure)
-----------	--------------------------------------

### Do you object or support the proposed change (please tick one)?

Support .	Object	Comment .
-----------	--------	-----------

### Why do object to or support the proposed change?

Support the inclusion of a Green Infrastructure (GI) Policy in principle, however would recommend some changes:

- Point A. Remove the word “internationally” in relation to important biodiversity sites. GI should benefit all biodiversity sites.
- Point B. All components of GI contribute to its value and therefore, a hierarchy is not really appropriate as it would result in some GI assets being viewed as more valuable than others and GI, by definition functions best as a whole.
- Point B. Delivery can be a problem with these types of policies. Local Authorities should be required to produce an action plan, perhaps as a Supplementary Planning Document (SPD) to their LDF.

### What further change would you like to be made to the Plan?

- Point A: Remove “internationally”.
- Point B: Replace “hierarchy” with “network”
- Point B: Add another criterion related to the delivery of GI

**These comments are by or on behalf of (please insert your name as in Section A of this form:**

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 195

Policy: ENV8 (Biodiversity)

### Do you object or support the proposed change (please tick one)?

Support

Object

Comment

### Why do object to or support the proposed change?

1. The RSS seems to avoid specific reference to Local Sites, although considerable emphasis is made of international sites and certain priority habitats. If protection is only provided to such sites through the RSS then we will continue to lose the great majority of our existing biodiversity.
2. The RSS concentrates almost entirely on protecting the national and regionally distinctive. This is fine but there is a whole range of other features that are not regionally distinctive or nationally important but are increasingly threatened. It is these that make up the majority of the biodiversity of an area but seem to get little mention.

### What further change would you like to be made to the Plan?

1. To avoid this a further paragraph **E** needs to be included in ENV 8 to the effect that existing non-statutory sites should be retained and enhanced, after all this is proposed as the key biodiversity target for Local Authorities and should therefore be reflected in the RSS and on into the LDF. Alternatively **C** could be reworded to be more inclusive of such existing sites. This should be accompanied in the supporting text with specific reference to the maintenance/restoration/enhancement of **local** sites as is done for international sites. This could be by adapting 15.56C to read 'The RSS aims to protect the integrity of **all** such sites, **local, national and international**, and local policies ....'
2. This omission could be rectified by amending the wording to 15.55 to include reference to the more widespread species and habitats found throughout many areas but are equally threatened. Such a sentence could be inserted after the first sentence of 15.55 before 'The decline in this resource'.

### These comments are by or on behalf of (please insert your name as in Section A of this form:

City of York Council



## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 201	Policy: ENV9 (Historic Environment)
-----------	-------------------------------------

### Do you object or support the proposed change (please tick one)?

Support	Object	Comment ✓
---------	--------	-----------

### Why do object to or support the proposed change?

One of the targets for improved standards relating to work in the historic environment is that there are no referrals to English Heritage.

The legal notification procedures require certain types of projects to be referred to EH. Is there a conflict here?

### What further change would you like to be made to the Plan?

The legal issues referred to above need to be checked, and then the plan amended if appropriate.

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council
----------------------

## Section B – Your Comments

Please note that comments are invited about the Secretary of State's Proposed Changes to the draft Yorkshire and Humber Plan, not those parts of the Plan that are unchanged from the draft published by the Yorkshire and Humber Assembly in 2006. The Proposed Changes are listed in a Schedule and are also identified in a revised draft version of the Plan.

Please ensure that your comments relate clearly to a specific part of the Plan (e.g. a particular policy, paragraph, Figure or Table) and that you explain what further changes you would like to see to the Plan. This will make consideration of your comments much easier.

### Which part of the Plan that we are proposing to change are you commenting on?

Page: 206

Policy ENV11 (Health and Recreation)

### Do you object or support the proposed change (please tick one)?

Support

Object

Comment

### Why do object to or support the proposed change?

Section A – paragraph 3:

It talks about maximising opportunities to develop walking and cycling routes and other green infrastructure, especially through Hull and Regional / Sub Regional Cities and towns in South and West Yorkshire – but no mention of York / North Yorkshire. Clearly there is a need to promote such uses in York / North Yorkshire, but this is not acknowledged in the policy.

Overall, the policy appears to be very much focussed on Hull and South / West Yorkshire, but no mention in the actual policy of York / North Yorkshire.

### What further change would you like to be made to the Plan?

In section A of the policy further promotion of health and recreation in York / North Yorkshire, especially walking / cycling / green infrastructure is needed.

### These comments are by or on behalf of (please insert your name as in Section A of this form):

City of York Council



---

**Executive**18<sup>th</sup> December 2007

Report of the Director of City Strategy

**FUTURE WORKING ARRANGEMENTS FOR THE CITY CENTRE PARTNERSHIP****Summary**

1. The report sets out options and proposed actions for sustaining the actions of the City Centre Partnership, following the decision not to proceed with the establishment of a Business Improvement District (BID) at the present time.

**Background**

2. The York City Centre Partnership (YCCP) was launched in October 2005 and is a public/private partnership company limited by guarantee. The company has been supported by Yorkshire Forward, the City of York Council, York Business Pride, Land Securities, Marks and Spencer and other companies. Its aims is to enhance the economic vitality and viability of the City Centre for the benefit of all who live, work, invest in or visit the Centre. A primary objective of the company has been to consult and research the establishment of a Business Improvement District in the City Centre of York. A BID is a partnership arrangement through which the local authority and the local business community agree to take forward practical schemes to benefit that business community; these are funded through a compulsory levy linked to the level of business rates by those who operate commercially within the predetermined boundaries of the BID's effective area.
3. YCCP is now well into its second year of operations, concluding its first action plan with a number of high profile and successful activities. The company has sought to explore with city centre businesses the concept of a Business Improvement District for the foot streets. Significant research was undertaken, the end result of which was the decision taken at the YCCP Board meeting on 22<sup>nd</sup> November that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a BID to address such issues (as has happened in many of the towns and cities that have recently created BID's). Nor was there a single substantial project promising a substantial return on investment that a collective business levy could contribute to via a BID, to guarantee its successful completion.

4. Since the establishment of the Company and following the recent Government Spending Review and the publication of a Sub-National Review of Economic Development, the Government has now issued a consultation paper for a scheme for supplementary business rates. This White Paper sets out the Government's proposals to introduce a power for local authorities to raise and retain local supplements on the national business rate, subject to the revenue raised only being used for spending on economic development, a national upper limit of 2p in the pound and an exemption for properties liable for business rates with a rateable value of £50,000 or less.
5. A summary of the activities of the YCCP since the company was established in July 2005 is attached to this report. Following the decision not to pursue a BID at this stage, the Board also considered the attached paper on alternative models for city centre management prepared by the YCCP Chief Executive. This report sets out some options for sustaining the activities of the YCCP Board in the future.

### **Consultation**

6. YCCP has undertaken extensive consultation and research on the establishment of a BID in the City Centre of York. Options for sustaining the work of the YCCP was considered as an urgent item at the meeting of the Economic Development Partnership Board held on 28<sup>th</sup> November 2007. Any agreed actions following consideration of this report will need to be subject to further consultation following consideration at this meeting.

### **Options**

7. The conclusion of the paper presented to the YCCP Board meeting was that many of the attractive historical destinations in the UK see distinct benefits in retaining and developing City Centre Management because of the business focus it brings to many of the traditional services that local authorities are expected to provide. Examples from elsewhere demonstrate close links between City Centre Management and visitor/tourism management due to the recognition in most places of capitalising on the extra footfall brought in to the advantage of local businesses. It was recommended that the YCCP Board consider further whether in York there was the opportunity to tie City Centre Management and visitor management more closely together. This would need to take account of the proposals to develop a single tourism partnership organisation in York.
8. An alternative approach would be to consider sustaining the activities of the YCCP on the same basis as present. This would need to be dependent upon continued funding being available from partners or from other sources. The contract between Yorkshire Forward and the Council relates to progressing the BID rather than to supporting the YCCP per se. This funding is due to cease at the end of the current financial year, although the other funding contributions to the Partnership will enable YCCP to honour its commitment to the fixed term employment of its Chief Executive which is due to last until September 2008.

9. Assuming that continued funding was not available from other sources, a further option would be to seek to sustain the activities of the YCCP as best as possible through current support arrangements within the City of York Council. The City Council has a dedicated City Centre Operations team responsible for managing the City Centre footstreets and supporting City Centre events and activities. In addition, staff within the Directorate of City Strategy are actively engaged in the production of a City Centre Action Plan to accompany the Local Development Framework.

## **Analysis**

10. The decision not to support the BID at the present time offers the opportunity to review the City Centre Partnership and its Action Plan. The current action plan covers the period March 2006 to March 2008, and a significant number of actions have been achieved by the partnership. It is therefore an appropriate time to review the models of city centre management as reported to the YCCP and consider whether any models are particularly relevant to York.
11. With regard to more closely linking City Centre Management to visitor management, it is important to note the progress in establishing a single tourism partnership in York, as set out in a separate report on this agenda. This new partnership will need to establish a robust business plan setting out its objectives for increasing visitor spend. Any consideration of linking this activity to City Centre Management would therefore need to be considered as part of that business plan.
12. A further key element in developing ways of sustaining the activities of the YCCP is to confirm the likely funding and support from partners. It is recommended that further work is undertaken to seek the views of partners on continued funding.
13. At the meeting of the Economic Development Partnership Board, the Chamber of Commerce also indicated a willingness to be involved in any future actions to engage with businesses within the City Centre.
14. It is recommended therefore that the following actions are approved:
  1. To raise with the new single tourism partnership opportunities to link more closely city centre management to visitor management;
  2. To consider the appropriateness of maintaining the existing YCCP taking account of its current activities as highlighted in the appendix to this report, and explore with partners the opportunity for continued funding to sustain the City Centre Partnership;
  3. To review the scope for sustaining the current activities of the City Centre Partnership through the Council's city centre operations team and as part of the process of developing a City Centre action plan under the Local Development Framework;
  4. To explore the opportunities for engagement with retail businesses through closer working with the Chamber of Commerce;
  5. To report back to the Council's Executive once the above actions have been pursued.

## Corporate Priorities

15. The work of YCCP 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 Economic Development Service Plan sets identifies a number of corporate priorities:
    - DIP 5 Increase people’s skills and knowledge to improve future employment prospects.
    - DIP 6 Improve the contribution that Science City York makes to economic prosperity.
    - DIP 8 Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city.
    - DIP12 Improve the way the Council and its partners work together to deliver better services for the people who live in York.

Please note that it is now proposed to amend DIP 6 within the Council’s corporate strategy to improve the economic prosperity of residents of the City with a focus on minimising income differentials.

## Implications

16. Financial: There is currently no budgetary provision within the Council to support the City Centre Partnership beyond the current commitments which are due to end in September 2008. Any financial implications arising from the outcome of the actions set in paragraph 14 above will be the subject of a future report to the Executive.
17. Human resources: None directly for the Council, although YCCP hold a fixed term contract for the Chief Executive which lasts until September 2008.
18. Equalities: None
19. Legal: None
- 20.. Crime and Disorder: None
21. Information Technology: None
22. Property: None

## Risk Management

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

## Recommendation

24. That the Executive approve the actions set out in paragraph 14 of this report in order to sustain the activities of the York City Centre Partnership.

Reason: To help shape the effectiveness of future action.

## Contact Details

### Author:

Roger Ranson  
Assistant Director Economic  
Development & Partnerships  
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:

This page is intentionally left blank



## **YCCP – Activities Summary to November 2007**

### **YCCP Ltd**

- Company established: July 2005
- Appointment of Chief Executive: October 2005
- Agreement with CYC over financial arrangements including administration and audit of YF grant: December 2006
- Business Workshop held: February 2006. Approximately 60 delegates from city centre businesses and public sector attended to determine priority actions.
- Two-year Action Plan: launched April 2006
- First AGM held: December 2006
- Memorandum of Understanding between YCCP and CYC signed: February 2007.
- Board expanded to include additional private sector representatives: summer 2007
- Second AGM held: November 2007

### **Database**

Establishment of database of approximately 1,400 city centre businesses with full contact details including email where applicable. Regularly updated: 2006/07

New classification system planned for January 2008.

### **Communication, Management and Monitoring**

- YCCP established as a core member or consultee of numerous other groups in the City; e.g. First Stop York Tourism Partnership (Product Development), Safer York Partnership, Nightsafe/Licensing group, York At Large, Chamber of Commerce, York Tourism Bureau, Evening Economy Forum, York Business Pride, Shopmobility.
- First footfall counting camera installed on Coney Street: October 2007.  
  
Information on kpi's e.g. car park usage, park & ride usage etc. distributed through Retailers Strategy Group and YCCP Newsletter.
- Benchmarking information on footfall (through Springboard) from 50 key locations in the UK, now available and distributed through Retailer's Forum and future YCCP newsletters: July 2007.
- Regular meetings and information sharing with Key Council departments e.g. Economic Development, City Strategy, Neighbourhood Services.

- Key consultee for City Centre Area Action Plan. North West Area Action Plan (inc York Central) and Local Development Framework.

### **City Centre Environment**

- Chair of “York in Bloom” independent committee and sponsorship of 13 new flower tubs around the City Centre area: 2006/07.  
  
New entry into “Yorkshire in Bloom” regional competition: July 2007 (a year ahead of target).  
  
Won Silver Gilt award: September 2007.
- Trustee of Shopmobility scheme: January 2006.  
  
Regular bi-monthly meetings to improve equipment stock, raise awareness of scheme and fundraising.
- Ongoing work with Council Planning department to enable better signage to be located in the City Centre has resulted in new-look temporary signage for Food and Drink Festival: September 2007
- Work with Council’s Economic Development department and City Centre Office on issues over Newgate Market: 2006/07

### **Transport & Access**

- Input into discussions on transport and access issues, including car parking, methods of payment (strong support for pay on exit), incentive pricing through Retailer’s Forum and Retailer Strategy Group.
- Best Practice seminar and visit to York’s Park & Ride scheme requested by Lincoln CCP and Council: May 2007.
- Consultation with retailers on Boxing Day opening for Park & Ride sites: October 2007. No “critical mass” of open stores/attractions, so Park & Ride will not open this year.
- Promotion of “Pay-by-phone” scheme by distributing 5,000 leaflets and 500 posters to members of Retailer’s Forum, plus media coverage in The Press and Radio York: October/November 2007.

### **Safety & Security**

- Chair of RACY scheme (250 members): February 2006.  
  
Safer Business Award: 2006.  
  
New Service Level Agreement signed with Police: September 2007.

Monthly meetings and ongoing work to ensure that change in police procedure, CCTV control room do not adversely affect RACY. RACY core founder member of the National Information Sharing Alliance launched: June 2007.

Relaunch of scheme in Acomb: September 2007

- Evacuation Plan for City Centre in course of development through City Centre Operations Manager.
- Member of the Begging & Anti-social behaviour group with Safer York Partnership and Police: 2006/07.

Additional "Begging Boxes" installed in the City Centre to encourage people to give to charity rather than directly to beggars on the street: January 2007.

Targeted action by Police on begging: October 2007.

- Member of new Cycle Theft group with Safer York Partnership and Police to discourage cycle theft in city centre: June 2007.

Major cycle awareness event planned for summer 2008.

- Participation in the "Best Bar None" scheme launched in the city with sponsorship of the "Best City Centre Venue" award – presented at the National Railway Museum with over 200 attendees: November 2006 & November 2007.

### **Marketing/Promotion/Events**

- Events strategy review published : 2006.

Emphasis on higher quality events and recommendation that revenue generated can be ploughed back into quality infrastructure

- YCCP magazine "Outlook" published quarterly (2000 circulation) to inform businesses/organisations of YCCP work, city statistics and information of interest. 10,000 distributed to date. First issue: January 2006.
- YCCP website launched: April 2006.

Regularly updated. Links to other relevant websites.

- 20,000 bespoke leaflets produced and distributed in support of Gardening Markets and open air Art Exhibitions: 2006 and 2007.
- Publication of first "Day Out/Night Out" brochures to promote city centre offer to regional audience.

Sponsorship from Northern Rail for distribution in 22 stations. 70,000 produced: June 2007.

Considerable interest from advertisers in future edition.

- Establishment of “Minster Quarter” steering group with retailers/hoteliers to create marketing campaign to promote the area for retailing: April 2007
- Overall contribution to the Christmas “Yuletide York” marketing campaign: 2006/07. Sponsorship of the St Helen’s Christmas Tree: November 2006.

£10,000 contributed to Christmas lights in City Centre: November 2007.

Assistance given to St Leonard’s Hospice for Christmas tree: November 2007.

- First Christmas Window Dressing competition for retailers in association with The Press and Retailer’s Forum.: October 2007.

70 entries now received. 2,000 promotional leaflets produced.

Prizes with an approximate value of £2,000 donated by retailers.

### **Heritage/Culture & Tourism**

- Work with CYC on the Renaissance Lighting scheme, particularly introducing the “shop window” lighting schemes to traders in Micklegate (2006) and Gillygate for 2007.
- Ongoing liaison with York Tourism Bureau with presentation to the YTB Board in February 2007.

Sponsorship of the YTB award scheme event in 2006 for “Best City Event”.

Sponsorship continued: 2008.

### **Business Development/Innovation**

- Establishment of Retailer’s Forum: 2006.

Now meeting regularly under chairmanship of Frank Wood (Braithwaites Jewellers). Currently reviewing seasonal opening hours, participation in the evening economy debate, pressing for “pay-on-exit” car parking. Difficult to overcome complacency/apathy in encouraging attendance, but last meeting in December 2007 attracted over 20 participants with a database of 80 retailers expressing an interest.

- Ongoing promotion of positive aspects of the City Centre with local media, including press and TV 2006/07.

Five media appearances in first three weeks of November 2007.

- Membership of York Business Pride group: 2006/07

### **Business Improvement Districts**

- 2,000 copies of YorkBID newsletter and questionnaires produced: March 2007. Follow-up 2,000 copies of YorkBID newsletter produced: July 2007.

- Face-to-face meetings, presentations to numerous groups on BIDs plus media coverage: 2006/07
- Result of questionnaires and recommendations to Board: July 2007.
- Decision on BID vote: November 2007

### **ATCM**

- Chief Executive appointed Board Director of national organisation: December 2004.
- First ever regional meeting (Yorkshire & North East) held in York. 26 delegates attending in Guildhall welcomed by Lord Mayor: April 2007.
- First ever entry by York in ATCM National Awards – two categories: November 2007.  
Awards announced in February 2008.
- Chief Executive attends International Downtown Association World Conference in New York as speaker: September 2007

22<sup>nd</sup> November 2007

This page is intentionally left blank

## City/Town Centre Management Models in UK

### Overview:

The York City Centre Partnership (YCCP) is now well into its second year of operations, concluding its first action plan with a number of high profile and successful activities. One of these was to explore with city centre businesses the concept of a Business Improvement District for the foot streets. Significant research was undertaken, the end result of which was the decision that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a BID to address such issues (as has happened in many of the towns and cities that have recently created BIDs). Nor was there a single substantial project promising a substantial return on investment that a collective business levy could contribute to via a BID, to guarantee its successful completion.

This piece of research was requested to illustrate how other similar places have approached the City Centre Management issue and to determine whether or not there are practical working examples of fusing functions together under the banner of city centre management to generate savings on overheads and operating costs while pooling resource, experience and expertise to have a greater influence and payback.

Nine towns or cities with an established Town or City Centre Management that enjoy a substantial visitor aspect to them were selected and investigations made into the local relationship between the TCM and the local authority functions providing tourism services. All the locations bear some similarity to York although not quite as substantial in terms of the scale of visitor appeal and audience. Each has a designated Town or City Centre Manager fulfilling the typical janitorial and strategic functions associated with the role as well as a dedicated facility for handling a sizeable influx of visitors from out with their catchment areas. Where a BID has been brought into existence, then its relationship with TCM and Tourism is also alluded to.

**NB: Text in italics denotes material taken from current websites or active documents.**

The towns or cities reviewed here are:

- Colchester
- Brighton
- Reading
- Worcester
- Salisbury
- Winchester
- Coventry
- Birmingham
- Cambridge

**Colchester**

Colchester is a town rather smaller than York but with some similarities in terms of its proportions and commercial make-up. It has the same depth of community and commercial hinterland around it with several smaller villages that are also under the jurisdiction of the Town Centre Manager. It has operated a Town Partnership scheme for several years, the early ones fraught with issues between the public and private sectors. Happily these are now largely resolved although the council would wish to see a greater business commitment with the cost burden transferring out of the public sector. They are currently voting for a BID but have every intention of retaining their current Town Partnership because its current commitment to the outlying district centres and smaller townships across the borough. The Council has no intention of relinquishing its hold over its visitor and tourism services which is a sizeable "in-house" department. However, there have been some attempts to better define the marketing and promotional elements of TCM so that overlaps between it and the tourism department are minimised. However, they are currently voting to introduce a BID, one of the key strands of which will be to prepare local promotional and visitor information for a wider population and supporting the in-house tourism office to help build footfall for the town.

**Brighton**

Here the City Centre Management function as been retained as part of the Brighton and Hove Business Forum to consolidate business development in the centre and seek new inward investment to further build the offer in the city. Increasingly it is becoming more involved in the adjacent towns of Hove and Kemp Town. Retailers in North Laine, North Street and The Lanes area voted to establish a BID in May last year as a way of raising money to improve this specific area of Brighton. About 380 shopkeepers are levied on their business rates - about £300 a year until 2011 - to pay for Christmas lights, security patrols and marketing. VisitBrighton is the official local data steward for information about Brighton & Hove businesses and therefore links closely with the Business Forum and the Brighton BID. All the Council's information services are designed to give tourism businesses that are working in Partnership with them as much visibility as possible locally, nationally and worldwide.

*VisitBrighton plays an important role in improving the experience for visitors when they come to the city, focusing on good pedestrian signage, clean litter free streets, friendly people, good customer service and a high quality events programme. They work with colleagues in the council to ensure that the voice of the visitor is taken into consideration in all sorts of decisions such as planning, events programming and parking.*

They push for positive action to be taken to improve the city for visitors and created their Tourism Strategy to help the whole city improve the environment for visitors and residents. They also engage with other providers to cover skills provision and training, quality standards and accessibility.



## Reading

Reading has also been operating a town centre management scheme for many years. In fact it was one of the “early adopters” -Peter Fieldhouse their first TCM was the third one in the country to be appointed back in 1988. Their scheme has largely rested within the local authority, teasing money out of the private sector purely to sponsor specific projects. This status quo lasted for virtually 20 years although a greater business commitment from the major international companies that have head offices in the vicinity recently helped to create a more balanced partnership. It subsequently gained BID status in 2006 but on 19<sup>th</sup> July 2007 the company became *“Reading UK CIC”, an economic development company with a revised constitution and community interest statement that reflects its wider role. Its object is to: “promote and sustain the economic development of Reading to achieve sustainable prosperity for those that live, work, play, visit, do business and invest in the area”*. A CIC is a Community Interest Company, a relatively new model that serves as a forum for change by bringing together stakeholders and co-ordinating their activities towards a common strategic vision, in the case of Reading -Vision 2020. Some elements of the previous TCM's activities remain and are offered to the city outside the BID area but these are largely the statutory requirements of the authority and as such, the Council alone meets the cost. Reading City Centre Management CIC will continue to serve as a forum for change by bringing together stakeholders in the city centre - whether they be from the private or the public sector - and co-ordinating their activities towards this common strategic vision. The company's activities aim to benefit all the 'users' of central Reading by influencing the strategic transition of Reading the town, to Reading the European city. It will also deliver a series of initiatives and services in addition to those already provided by Thames Valley Police and the Council and which will raise the quality of experience for businesses, customers and visitors.

However, visitor and tourism services are independently provided in the town centre in a bespoke “Reading Centre and Travel Shop”, a joint initiative between Reading Borough Council Tourism Services and Transport Strategy, Reading Transport Ltd. and the Minster Church of St Mary the Virgin. The local authority driven service is the Minster's tenant, sharing it's home with the parish office. The Visitor Centre is in a grade II listed building at the very heart of Reading's centre, a good illustration of the modern reuse of fine architectural heritage, as can be seen in York with its creative use of old churches.

The Reading model emphatically seeks community benefits rather than specific advantages for local companies and as a consequence would not be appropriate for York to adopt.

## Worcester

The City of Worcester deploys a Forum whose aim is to ensure that the economic and cultural vitality and viability of the city continues to improve over the next 10 years, as it has in the last ten years, as expressed in its published business plan **Vision 2011**: Its opening statement encapsulates this:

“The City Centre will be at the heart of a Worcester which is: ***A cosmopolitan city where lifestyles blend in an exciting mix - every citizen feels like a tourist and every tourist feels like a citizen***”

The Forum meets six times a year to explore and debate a particular theme or issue of topical relevance to the city centre. The priorities for action identified in this process are carried out by task groups which meet as frequently as necessary to achieve the required objectives.

These groups are guided by an Executive, which is responsible for maintaining an overview of activities and transforming Forum’s ideas into achievable plans. Forum employs a City Centre Manager to co-ordinate its day-to-day activities and this post is funded jointly by:

- Boots the Chemists
- The Lychgate Centre
- Chamber of Commerce Herefordshire
- Worcestershire CrownGate
- Worcester City Council

In addition, Worcester City Council provides office space and accounting services for the City Centre Forum. The City Centre Forum works actively in the following five areas: Tourism & Marketing, Development & Investment, The Appearance of the City, Safety & Security, Transportation either through existing initiatives or its own projects.

*It has identified the following priorities for action by 2011:*

- *Promotion of major annual events*
- *Involvement in the community plan process*
- *Enhancement of the role of the riverside in the life of the city centre*
- *Improving the appearance of the city centre*
- *Attracting a new 4\* hotel in/ near the city centre*
- *Ensuring that there is adequate coach parking for visitors*
- *Increasing the benefit of tourism to the local economy*
- *Creating a proactive strategy to attract new investors*
- *Ensuring the creation of further park & ride sites*
- *Improving the retail offer to retain Worcester’s competitive position*
- *Working to improve the transport infrastructure*
- *Increasing local employment opportunities*

*A small selection of the Forum’s achievements is detailed below:*

- *Supporting the successful introduction of CCTV*
- *Development and introduction of the door supervisors’ registration scheme*
- *Introduction of City Net Radio and Exclusion Notices scheme to reduce retail crime*
- *Introduction of alcohol by-law*
- *Environmental improvements resulting from improvement briefs for selected streets*

- *Audit of the High Street, resulting in the agreement by City and County Councils to enhance the area*
- *Comment on all city centre planning applications*
- *Set up of Farmers' Market cycle*
- *Promotion of Park & Ride*
- *Christmas promotions including the Worcester Christmas Magazine*

Given the success of the Forum, it has decided to major on visitor and tourism management and this is to form the target of a Business Improvement District initiative. The following job advert gives a clear understanding of what they intend to set up and the skills and abilities expected in the role:

### ***Business Improvement District Project Manager***

***Fixed term contract – two years Salary: £30,000 - £34,000 p.a.***

*VisitWorcester is the city centre and visitor management company set up in February 2007 to develop Worcester as a leading destination for business and visitors. A beautiful cathedral and university city, set on the banks of the river Severn, we have aspirations to see our city and its visitor economy develop significantly over the next five years.*

#### ***The Role***

*To help us to achieve these aspirations, we are looking to set up a Business Improvement District, which will deliver the necessary support, and funding from the local community to add to existing management budgets. We have ambitious plans to deliver a range of exciting and carefully targeted events to attract business and leisure visitors, an effective marketing campaign to bring one of the Midland's hidden gems to the notice of a wider public and a clean, green and safe strategy to make Worcester one of the most desirable cities in the country. Your role will be to ensure that Worcester achieves a positive BID vote within the next two years.*

#### ***The Person***

*VisitWorcester is looking to appoint an enthusiastic and entrepreneurial project manager to lead the BID programme from the start to a positive vote in 2009. To succeed in this role, you will need to have a solid track record of success in town centre management, a clear understanding of what will motivate businesses to vote for a BID and of how the public and private sectors interact. You will possess first rate inter-personal skills, be a well-organised self-starter and committed to seeing complex projects through to their conclusion.*

#### ***Rationale***

*The City Council has an ambitious agenda for Worcester to be a first rank Cathedral and University City and this underpins its vision to make Worcester a great place to live, work and*

*visit. Tourism is a priority for the city's development and the Council has recently completed its ten-year Visitor Economy Strategy. This has resulted in a complete change in the provision of its tourism and city centre management arrangements. The direct provisions of the past have made way for the setting up of a new Destination Management Organisation – VisitWorcester.*

*This is an arms length company, with its directors coming from a whole cross section of professions and tourism interests, tasked with co-ordinating and developing tourism and city centre management in Worcester. The newly created post of Head of VisitWorcester will report directly to the board and work with and support the board in developing its vision and strategy into an actual reality. Whilst co-ordinating and encouraging Worcester's Tourism and City Centre Management interests the Head of VisitWorcester will lead on the creation of a BID (Business Improvement District) which is aimed at achieving a significant increase in available funding to achieve our vision.*

*You will be a recognised expert in your field with considerable experience in Tourism and City Centre Management. More importantly you will be a positive and strategic thinker with a track record of getting things done. You will bring a background of working successfully with a wide range of partners from public, voluntary and private sectors, in achieving a collective vision*

## **Salisbury**

City Centre Management (CCM) was established to enhance the vibrancy and vitality of Salisbury city centre. Every year the Partnership strives to achieve this by working with Salisbury District Council and local businesses and organisations to ensure that the city is clean, attractive and successful. CCM is a Partnership with 136 members, including Salisbury District Council, retailers, local media, estate agents, hotels and public houses. In addition, the Chamber of Commerce and Federation of Small Businesses are both members.

The CCM also works closely with other partnerships to realise its work programme and these include South Wiltshire Community Safety Partnership, South Wiltshire Economic Partnership and the Salisbury Tourism Partnership. These relationships are essential to prevent duplication and to make best use of resources available to the benefit of the community. Some of these benefits include:

- **A Retail property brochure** – produced in partnership with Woolley & Wallis and Myddelton & Major it is updated on a quarterly basis to those looking to start up / open business ventures in the city.
- A **'One Stop Shop'** for all city centre enquiries
- **Events** – e.g. annual ball, St George's Day, Food & Drink Festival and switching on of the Christmas Lights that encourage involvement of all
- **Marketing** - of the city centre itself to new businesses and retailers and the Salisbury experience to increase footfall and sales

- **A Monthly members bulletin** – this provides information on footfall, retail sales trends, car park occupancy and planning applications. This is often provided in comparison to regional or national activity
- **Newsbrief** – all members receive this monthly communication updating on issues affecting the city centre. It also includes information on other members, event dates, planning applications and much more besides
- **Mail outs** – access to one mail out per year, which covers approximately 650 city centre businesses and is worth over £273 in envelopes and postage
- **Access to member meetings** – as a member you are entitled to attend the bi-monthly meetings held every 3rd Thursday
- **Corporate sponsorship & Promotional opportunities** – at events such as the St Georges Day, Summer Ball, Food & Drink Festival and Christmas Switch On
- **Business Plan** – members are consulted on this document, which drives the work of the partnership over a three year period
- **Access to local media** – directly through partnership or individually by meeting the media partners
- **Networking Opportunities** – at board meetings, in project groups and at Annual General Meeting
- **SCCM website** – links to your own site, your profile and members only section
- **Links to the Council** – SCCM's close links with the Council benefit its members in a number of ways e.g. operationally on issues of cleanliness, a source of information and a mechanism of consultation
- **Lobbying mechanism** – for member interests and concerns
- **A voice** – in directing the city through your membership and the partnerships strategic position
- **Surveys and research** – when undertaken or commissioned

Salisbury operates its own Tourism Partnership and the Salisbury CCM is one of the key partners in it. While there is no intention to merge the two currently, it has been included to demonstrate the depth and range of facilities generated by the CCM for the city's businesses, all of it created in a relatively short period of time by the current post-holder.

## **Winchester**

**Working in partnership to make Winchester the preferred place to shop, work, live and visit**", The Winchester City Centre Partnership is a joint initiative between the private and public sector within the City of Winchester. There is close co-operation between it and the City Council's Tourism Marketing function. The partnership has recently gained business approval to formalise its activities linked to this via a BID. Its business plan cites its marketing and promotion intentions as a key element of the BID proposal:

### **“Marketing & Promotion”**

#### **The Marketing Programme**

*Marketing Winchester is a key element of the BID proposal. We aim to raise the profile of Winchester as a great location for modern business.*

*Raising awareness of Winchester as a quality destination to key target audiences and promoting a positive view of the city centre to local retail, leisure and employment markets.*

## **Marketing Projects**

### **The Marketing Campaigns**

*The BID will concentrate efforts in year one to improve the commercial environment and maintain these improvements for the life of the BID.*

*From year two the BID will seek to deliver strategic campaigns of outdoor media, press and radio advertising combined with creative public relations targeting key centres of population within a 30-minute drive time.*

*Sales promotion activity including consumer competitions to raise awareness and drive footfall.*

*Developing the brand image of Winchester as a contemporary, vibrant location for retail, leisure, business and tourism.*

### **Winchester Christmas Festival**

*Levy External Funding £60,000 £40,000 (Sponsorship)*

*Winchester City Council provides the infrastructure and service contract for Winchester's existing Christmas lights while the Cathedral has an expanding role in attracting visitors. Supporting these initiatives and the retail core, the BID will promote Winchester as a quality shopping destination to reach households within a 30 minute drive time of the city.*

*The BID will enhance the existing role of local businesses in providing the city centre Christmas Trees, consumer competitions, Christmas Festival Guide and participation in Christmas features published across the local media to build footfall during this critical trading period.*

### **The Retail Guide**

*Levy External Funding*

*20,000 £75,000 (Advertising)*

*The BID will publish a retail guide on an 18 month cycle providing free listings, consumer offers and a web presence for all retail and service providers within the BID area. The Guide serves to support the work of Winchester City Council's Tourism Marketing function. Helping to direct visitors to the unique Winchester offer increasing consumer spend and dwell time."*

The following is a further extract from the City Council's website on Tourism and Visitor Management:

## **How is the city council involved?**

*Tourism is a diverse and fragmented industry. The City Council plays a vital role in co-ordinating private and public sector efforts to manage, develop, champion and promote it at every level. The City Council is also very actively engaged in a practical way.*

*For example, it:*

- provides much of the infrastructure of tourism, essential services such as the tourist information centre, signposting, waste management, public toilets and car parks which ensure that basic visitor needs are catered for;*
- owns and manages a successful tourist information centre, handling around 220,000 enquiries per year from visitors and local people, and the largest conference centre in the District at Winchester Guildhall;*
- runs a tourism marketing unit whose main annual publication – The Winchester Visitor Guide – has been responsible for generating up to three quarters of the bookings received by many local bed and breakfast establishments;*
- supports the development of the arts and sports, often resulting in events which are of great appeal to visitors as well as residents;*
- operates visitor attractions of its own, like museums and leisure centres;*
- "devises and promotes visitor products, from self-guided walking trails to special events;*
- cares for parks, open spaces and other public areas;*
- makes planning decisions which can have an important impact on tourism;*
- gives grants, advice and practical support to arts organisations and events such as the Theatre Royal, Hat Fair, Bishop's Waltham and Denmead Festivals and Winchester Festival of Art and the Mind;*

- *is the District's licensing authority, issuing licences to taxi drivers, pubs and public entertainment venues.*

## **Why is a tourism strategy important?**

*This is a strategy for tourism in the Winchester District, not just for the City Council. The local industry – made up of many players with very different styles and objectives – has no obligation to own it. We strongly hope however they will recognise that this strategy is important as a means of protecting their long-term business interests and the well-being of our community and our environment. In particular, it:*

- *sets out the City Council's own vision for tourism which addresses the needs of the industry, the community and our visitors*
- *provides a framework for and a commitment to doing what is manageable in the pursuit of that vision*
- *maintains the high profile of tourism within the District and ensures that key decision-makers are aware of its importance and potential*
- *ensures that the City Council's resources for tourism are effectively marshalled*
- *eradicates ad hoc policy- and decision-making within the City Council and informs the decision-making of local tourism businesses and partner organisations*
- *underpins the City Council's commitment to Best Value by stimulating continuous improvement in the provision of tourism services*
- *provides a mechanism for evaluating the effectiveness, efficiency and value for money of City Council activity in the areas of tourism management, development and promotion*

Patently there is a close tie between the Council's tourism function and the intention of CCM to grow into a BID and raise the profile of the city centre to external visitors. However, it is only very recently that the BID has achieved the mandate it sought and the relationship between it and the existing services is to be further tested to see if further refinement and streamlining might be possible.

### **Coventry**

Another substantial city centre similar in scale to York, Coventry has enjoyed the benefits of City Centre Management for approaching 15 years. Initially it sat within the city council, providing marketing, promotion and inward investment projects to try and rekindle its disrupted commercial heart (the impact of declining motor manufacture and associated parts being the latest negative influence). In the late 90s it moved to a membership organisation (a company limited by guarantee) serving the retail core, in essence delivering janitorial services and additional branding and marketing to its major retailer and shopping centre owner members there. When the opportunity to move to BID arrived in the UK four years ago, Coventry was one of the initial pilots and CV One was formed. It successfully floated as the second formal BID Company in the UK, picking up street maintenance, car parking and then visitor management for the BID area, and several streets beyond it (staff were taken from Council employment into the BID Company to enable standards to be sustained and then improved). Most recently CV One has opted to enlarge its BID area to cover the whole of the city.

*CV One is the official Destination Management & Promotion Company for the Coventry & Warwickshire sub-region and offers a variety of commercial advertising and sponsorship*

*opportunities via its prolific publications, websites and promotional events packages, including the multi-award winning Godiva Festival – the largest free festival in the Midlands, as well as the biggest consumer and channel lifestyle awards in the UK – The Godiva Awards. Its international events programme includes the Coventry International Jazz Festival. CV One's marketing and publishing department offers a mix of lifestyle, retail and business publications, including 'Feel Alive', the only freely circulated, 280,000+ reader-strong city lifestyle magazine circulated across the city. CV One also manages all promotions in the city of Coventry with experience of hosting product sampling from companies as diverse as Coca Cola, SKY and Virgin and as well as managing city signage reaching more than 10 million visitors each year.*

*As a not-for-profit agency core funded by local government and established to benefit a city/region, investment in CV One products can be included under BITC corporate socially responsible investments and audited under CSR payments in annual company accounts.*

### **Birmingham**

The UK's second city, Birmingham has also successfully deployed City Centre Management as a mechanism for improving its commercial and visitor appeal. It has been running for 15 years or so too, again with the earliest CCM positions taken by senior council staff dedicated to raising janitorial standards, security and ease of transportation in and around the city centre. Limited funding was offered by a very few major national companies, usually in response to requests to sponsor projects. In the early 90s one major retailer agreed to underwrite part of the salary costs of the appointed CCM and this precipitated a change of regime, bringing it closer to the private sector. After a couple of years another appointee to the role succeeded in "outsourcing" the whole concept, transforming the operation into the Birmingham City Centre Partnership (BCCP). The present CCM is an employee of the City Council (at director level). She has several staff to support her (also council employees), which includes a number of street wardens over whom she has shared control. They are situated in a suite of offices adjacent the administrative wing of the Bullring shopping centre (an in-kind contribution from the owners of the centre). They respond to a board made up of senior representatives from the different commercial sectors within the city centre that also sponsor BCCP, effectively forming a paying membership base. This board was responsible for nominating the Broad Street evening economy area of the city as the subject of a pilot BID for Birmingham (as part of the original ATCM study) and its subsequent success has spawned a second BID in the city, the retail area focused around New Street station. A third BID is planned for the professional services sector adjacent, to be delivered late in 2008. Each of the BIDs is an entity in its own right with a not for profit board elected from those paying the levy. However, collectively they have insisted that BCCP remain in existence and they nominate their own board members to sit on the parent board. The reasons behind this are that CCM is perceived to provide an essential link between the BIDs and the council; it offers more services to the BID than they are contracted to provide to their voters and of course the city centre is composed of much more than the areas that operate BIDs and these continue to require help and support as



“feeder routes and support units” to and from the BIDs themselves. The Partnership is responsible for much of the promotional literature that is being distributed widely and several successful, retail-orientated campaigns have been delivered. Marketing Birmingham is responsible for the visitor and tourism service in the city centre and sees itself as the catalyst that brings together a series of highly effective partnerships - all working together for the greater benefit of Birmingham. They are the driving force when it comes to marketing the city but rely on the support of many partners to shape Birmingham’s future success. It is a public-private partnership receiving financial support from Birmingham City Council and some 350 member companies, corporate champions and private investors and the CCM operation is one of the supporting partnerships.

Given the size of the city, it is must be appropriate to retain separate, specialised functions as described here, although communication, co-operation and consistency of message are absolutely kernel to ongoing success.

### **Cambridge**

Cambridge City Centre Management is another long-standing, well-established City Centre Management that has a chequered track record to date. It launched back in 1995 and enjoyed some success as a shared partnership between the public and private sectors. However after a relatively short period, it was taken in-house by the City Council and while still working hard to improve the physical environment of the city centre, little has been done to cohesively drive it economically through marketing, promotion and seeking inward investment. This status changed last year when a new CCM was recruited, specifically to take the partnership back out into the private sector and to tie it more closely with tourism and visitor management. The new Manager has undertaken significant research and the following is an extract from her paper to the Council’s Cabinet Committee that summarises the current proposals being considered by the Council:

#### ***“The Head of City Centre Management and Tourism***

*This post would replace the existing Head of Service role. The new post would lead both the City Centre Management function and the Tourism Service, allowing new opportunities to be explored in relation to public and private partnership arrangements. The Head of Service would focus on the strategic direction of delivery whilst having a strong commercial approach to operations.*

*The incorporation of the City Centre Manager role within the new Head of Service role will require a new project officer post to take up the operational work carried out by the current CCM, in effect tiering the role into a strategic and a functional or logistical one.*

#### **Conference desk**

*It is proposed that this service be continued as a Council function until 31<sup>st</sup> March 2008. This is an area, which is valued by our private sector partners, (especially the hoteliers) and an alternative partnership-based arrangement for this important function should be sought and delivered. This would include the publication of the bi annual Conference guide and maintenance of an appropriate section of a revised website for the city centre.*

#### **Accommodation bookings**

*The objective would be to ensure that the service is providing value for money and that the most appropriate type of booking service is delivered. A revised service based on new business*

*processes is proposed. More reliance on IT and online processes as opposed to the telephone could reduce the substantial amount of staff time currently spent on bookings.*

*It is proposed that the service continue to provide both pre-arrival and post-arrival bookings. It is likely that there will be a growth in the online revenue and a reduction in post arrival bookings in the future. Therefore the risk of loss in income is minimised by providing both services. The advertising rates and online services are currently being reviewed and in future must be set at realistic prices. The objective is to bring these rates into line with market rates and therefore enable the service to become self-sustaining and possibly revenue generating.*

### **Marketing**

*Marketing, whilst generating income, is not considered a core activity for Cambridge City Council. Cambridge has an internationally recognised brand. However, it should be noted that EEDA is moving to further increase Marketing as a priority to increase regional economic growth and it would be inappropriate for the city not to adopt a strategy that aligns closely with its sub-regional and region colleagues.*

*The proposal offered in the Tourism review is to absorb responsibility for marketing back into the key areas of activity, namely Tours, Information, Conferences and Accommodation by the end of March 2008 and omit the Marketing post from the team structure. A small marketing budget remains and the team across both City Centre Management and Tourism would be looking to work in partnership with stakeholders to fund other marketing activities as outlined in the CCM/Tourism Business /Action plan. These will need to deliver measurable commercial benefits to our private sector partners for this to happen.”*

The newly appointed CCM, Emma Thornton, has accepted the role of Head of City Centre Management and Tourism and is currently exploring ways in which both functions can be out-sourced into the private sector while retaining links and influence back to the Council's policy-making process and the administration. In essence, the plan is to float both functions outside the Council, gain the support of the major retail and property organisations in the city centre and then develop the partnership into a potent tool to raise the profile and appeal of Cambridge against increasingly stiff competition.

The attached organogram captures the relationship and functions of the overall concept, demonstrating “fit” to both the strategic and operational demands placed on it.

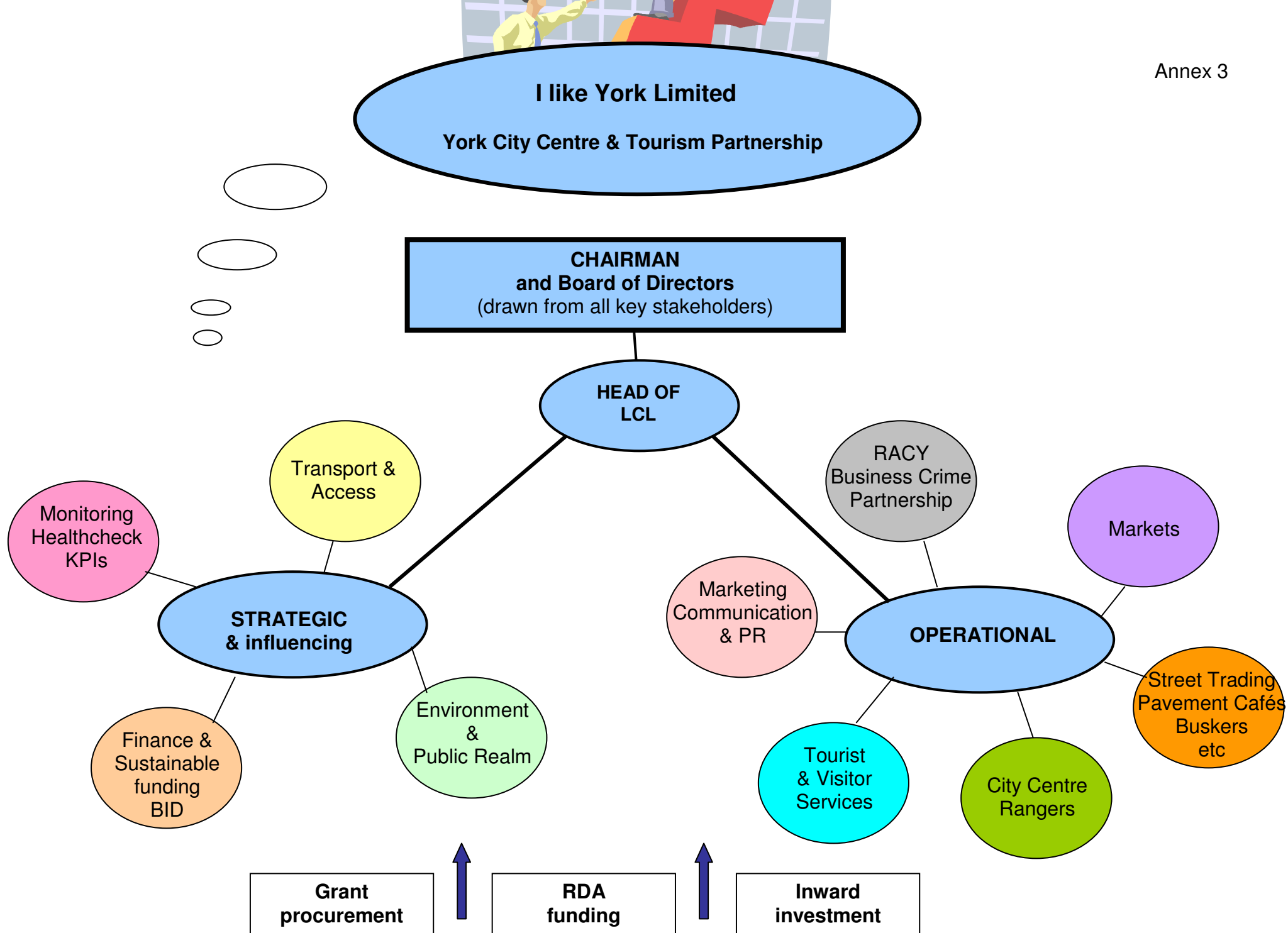
### **In conclusion**

Looking at the various schemes highlighted here (drawn from a wider sample of key locations in the UK), it is obvious that many of the attractive, historical destinations in the UK see distinct benefits in retaining and developing City Centre Management because of the sharp, business-orientated focus it brings to many of the traditional services that local authorities are expected to provide. All here demonstrate close links between CCM and visitor/ tourism management with a strong recognition in most places of the importance of capitalising on the extra footfall that can be brought in to the advantage of local businesses. However, in one or two instances, there is a

distinct movement towards tying CCM and visitor management together, driven by the thought of synergies between the mechanisms that drive both elements, the need for further cost-savings to build value for money and the requirement to more than match the commercialism and competition from many of the outsourced destination management companies working for the major cities of the country (an example of one of these is provided, Birmingham, to illustrate the difference).

It seems sensible to recommend that further time would be profitably spent studying **Cambridge, Worcester and Coventry in particular**, where the fusion of CCM with visitor management is well advanced after detailed consideration of other options. Patently their decision to proceed at a pace with the merging of the two functions suggests they feel there are significant benefits to be gained. That other places are inching towards something similar is a further endorsement that could encourage York to contemplate following the same route, building on the success of its new business partnership, YCCP.

This page is intentionally left blank



This page is intentionally left blank



---

**Executive**

18 December 2007

Report of the Assistant Director Economic Development and Partnerships

**Service Level Agreement between City of York Council and the new Single Tourism Organisation for York****Summary**

1. This report requests Member approval for the terms of the Service Level Agreement (SLA) between the City of York Council and the new Single Tourism Organisation (with a working title of Visit York). This Agreement sets out the Council's priorities for action and commits resources to the new company.

**Background**

2. At the Economic Development Partnership Board meeting in March, Members were advised that a new Tourism Strategy and Action Plan was to be adopted by the York Tourism Partnership, and that a review was to take place of the organisation and management of tourism in York. This was reported back to the Board at the end of November. The review commended the establishment of a Single Tourism Organisation (working title "Visit York") by 1 April 2008. This will build on the success of the existing tourism partnership, which has seen the York economy benefit from a 62% growth in visitor spend since 1993 and almost 1,600 additional jobs.
3. The Council's current financial contribution to tourism in York is a combination of cash contributions and staffing support.
4. It is proposed to establish a rolling three year agreement, though the exact financial terms are subject to approval in the Council's budget programme. Up to four members of staff will be seconded into the new organisation. Three Members of the Council (Cllrs Hogg, King and Gillies) have been appointed on to the new company Board.
5. In return for this rolling three year agreement of financial and staffing support, a Service Level Agreement is proposed, which will complement the Company's Memorandum and Articles of Association, set out the main activities which the Council will require the company to address, outline how the council will monitor the performance of the company through a set of indicators and confirm the Council's contribution and the funding conditions.

## **Consultation**

- 6 Discussions have been taking place throughout the year on the shape and form of the Board and structures for Visit York. Essentially Visit York will be a public-private sector company limited by guarantee, with responsibilities for leading the continued development of tourism in York and the surrounding area. It will lead on defining and securing investment to develop the quality of the York product, and market York as a destination to the leisure and business visitor, including domestic and overseas markets. The ultimate target is at least 5% per annum growth in tourism earnings, contributing to regional growth targets.
- 7 Consultation has included the existing York Tourism Bureau membership and other key stakeholders including Yorkshire Forward, the Yorkshire Tourist Board and Council members and officers. An initial report on the development of tourism in York was taken to City Strategy Executive Member Advisory Panel in July, which approved the principle of establishing a Single Tourism Organisation. This approach was also commended by the Future York Group.

## **Options**

- 8 Members of the City Strategy EMAP in July have already endorsed the principle of a single tourism organisation, and this report shows how we will achieve this aim. The level of future financial support from the Council will be confirmed during the current budget-setting process

## **Analysis**

- 9 The specific activities of the company, subject to final confirmation by the newly appointed Chair and Board, are likely to include:

Setting the strategic direction for the development of tourism in York – led through the Chair and the Board, but with strong input from the Chief Executive

Aiming to encourage and facilitate transformational enhancements to York's visitor attractions, improvements to accommodation and hospitality provision within the city and influencing inward investment

Defining and securing public and private sector investment to develop the quality of the York product (including championing investment in the public realm), and its marketing and promotion

Maintaining and building on the current level of income from the private and public sector funding in order to carry out its core functions – raising funds from the private sector and maintaining investment and commitment from the Council and other public funding agencies

Specific marketing activity that delivers business to the city of York and the surrounding region through destination marketing, and directly to businesses through VIC services, hotel bookings, the visityork website etc



Engagement and communication with stakeholders, businesses and service providers. This also includes representation on many outside bodies as determined by the company's Board

Seek to enhance the marketing and packaging of signature events and festivals and evening activities that will bring additional staying and high-spend visitors to York

Pursuing a sustainable, green tourism agenda for the city and its businesses

Encouraging the take up of employer-focused business support, skills development and training activities and working with the industry and partners on the promotion of careers in the tourism industry

Commitment to performance management for the benefit of the company's Board and for reporting to stakeholders and businesses

Ambassadorial function – acting as the voice of tourism for York. Influencing national, regional and local strategies and opportunities for external funding, and working with regional and sub-regional agencies.

The forward strategy of the company will be to continue to grow and develop the private sector engagement with the partnership, increasing the level of support, to continue to secure significant investment from the public sector (through City of York Council), and to seek external funding for specific projects, through Yorkshire Forward or other bodies, that will secure the long-term future of York as a premier visitor destination.

- 10 Driving the new company will be its Board. The Chair, John Yeomans, was appointed in October by a Nominations Committee following an open recruitment process and five other Directors have been appointed in the same way.
- 11 The other directors will be three nominees each from the current Bureau Board and from City of York Council (Councillors Hogg, King and Gillies). The final Board appointee will be the Chief Executive.
- 12 The role of the Directors, including the Council directors, is to provide a creative contribution to the Board by providing ideas and insight, objective and constructive criticism and support to the executive team in implementation of agreed strategies and specific actions. In conjunction with the Chair and Chief Executive, the Directors are primarily responsible for:
  - Determining the company's strategic objectives and commercial viability.
  - Monitoring progress towards achieving the objectives and policies.
  - Overseeing the company's activities.

13 The constitution of the new company has been the subject of discussion and negotiation between the Council and the current Bureau Board, given that the responsibilities of the new company are much wider than those of the existing Bureau. The Memorandum and Articles of Association of the new company have been agreed, subject to final approval at a Bureau AGM in December. The Mem and Arts confirm the company's strategic and operational roles, and the Service Level Agreement covers what the Council expects the new company to deliver, and ensures proper accountability for public funding.

14 The Council's funding provides a contribution towards the activities to be set out in a business plan for the new company. The Council will require Visit York to address the following activities which are regarded as priorities for the strategic development of tourism in the City:

Production and/or revision of a Tourism Strategy and Action Plan for the City through consultation and involvement of the Council and other stakeholders;

Acting on behalf of the City on priorities that enhance York's tourism offer to attract higher added value in the tourism sector and to strengthen the City's function as a tourism gateway to a wider region;

Developing the quality of the York visitor product, either directly or through influencing and engaging with business interests;

Ensuring that Visit York has sufficient resources to be able to run its services effectively and maintaining the financial viability of the company;

Ensuring that timely responses are made to consultation from the Council, thereby assisting the Council to fulfil any responsibilities to consult with the tourism industry;

Helping the Council to achieve its environmental sustainability objectives for the city through the company promoting a sustainable, green tourism agenda for the City and tourism businesses;

Encourage and facilitate transformational enhancements to York's visitor economy, subject to the development of a business plan for Visit York and the availability of resources;

Complement and contribute to the work of [York@Large](#), particularly regarding the promotion of major events in the City that will attract visitors;

Take account of the interests of residents in the development of tourism, including to continue to run the Residents First Weekend or other similar activity;

Provide tourism advice to the Council and other stakeholders on issues such as business skills and training needs;

Deliver information services to York's visitors and make best use of destination management systems;

Provide input, comment and intelligence so that the Council can respond to regional and national tourism policy where the local authority can have an input.

- 15 The Service Level Agreement will establish a set of performance indicators that reflect the objectives of the company (para 6 above), the activities of the company (para 9) and the Council's strategic priorities for tourism (para 14). Exact measures are to be finalised but will include:

To increase visitor spend per annum by at least the rate of recent years (5% per annum)

To increase the average length of stay by 1% annually

To increase the number of jobs created in the visitor economy by 1%

A service level measure linked to the Visitor Information Centre service – detail to be confirmed

To maintain private sector membership of Visit York to at least the same level as recent years

To maintain the number of tourism businesses in York engaged in skills development

To maintain the number of training days per annum delivered or facilitated by Visit York to tourism businesses

To increase rate of return on investment in advertising and promotions campaigns.

- 16 The company will be required to produce monitoring reports against these performance indicators, and also on other project work it undertakes, and the Council will carry out an annual review of the organisation, by 31 January each year. The results of this annual review will be used to inform the Council's decision on the continuation of the agreement into the second and third years of the agreement.

- 17 The SLA also highlights statutory responsibilities for the company – Equal Opportunities, DDA, Health and Safety legislation etc, and sets out the Council's requirements in terms of its representation on the Board and the role of officers, including an agreement to second up to four existing posts to the Company, subject to a separate secondment agreement.

### **Corporate Priorities**

18. Several elements of the new Corporate Strategy relate to the establishment of a new company to enhance tourism in York. These include two Values: "Providing strong leadership" and "Encouraging improvement in everything we do"; two of the ten Priorities: "Increase people's skills and knowledge to

improve future employment prospects” and “improve the economic prosperity of the people of York with a focus on minimising income differentials”; and two of the Direction Statements: “The Council will provide strong leadership for the city using partnerships to shape and deliver the Community Strategy for the city” and “We want services to be provided by whoever can best meet the needs of our customers”. Strengthening the visitor offer with judicious investment in new products, improved services and better marketing and promotion gives the best chance for York to achieve these goals, and these are all aspirations of the new company. The new company’s objectives also reflect the importance of tourism as a generator of economic benefits as set out in the City Vision and Community Strategy 2001-2024, where strategic aims within the “York – The Thriving City” objective include:

To be ranked as an international quality leisure and business visitor destination

To provide a strong and distinctive cultural sector, enriching the lives of residents and visitors.

### **Implications**

18 The following implications have been considered in establishing the new company:

- **Financial**

The development of the company is based on the assumption of no net increase in tourism expenditure by City of York Council but the SLA does seek to secure a commitment from the Council for a three year rolling programme of funding

- **Human Resources (HR)**

There will be staff seconded from the Council’s tourism team (within the Economic Development and Partnerships group) into the new organisation, subject to a Secondment Agreement. HR issues for Bureau staff will be considered by external consultants.

- **Equalities**

The SLA does require the company to fully comply with general and statutory requirements, including equal opportunities legislation. Tourism is very much an industry that welcomes all visitors and future investment (especially capital investment) will be DDA-complaint – this is especially important regarding investment in enhanced visitor information services.

- **Legal**

Advice has been obtained from Civic Democratic and Legal Services on the content of the Mem & Arts and the Service Level Agreement, co-ordinating with the partners’ legal teams.

- **Crime and Disorder**

No implications of organisational change, though the activities of the new organisation will create genuine opportunity to increase safety in the evening by encouraging more activity in the evening.

- **Information Technology (IT)**

The IT requirements of Visit York will be handled by the new company, though seconded staff from the Council will still have access to the Council's IT services.

- **Property**

Currently the partnership operates from separate offices in George Hudson Street (Bureau), Scarcroft Road (Hospitality Association), St Leonard's Place (CYC tourism) and the Station and De Grey Rooms (Visitor Information Centre offices). Plans are being explored for the De Grey Rooms VIC to be relocated to a property on the corner of Blake Street and Museum Street, and there is an opportunity, subject to further discussions, for the single company's offices to be on the first floor of this building. The property in question is currently owned by the Council but is to be sold to another party and leased back.

### **Risk Management**

- 19 Issues of risk have been minimised by preparing and agreeing new Mem and Arts for the company, and a Service Level Agreement between it and the Council, following legal advice. Though the company will be a new one, essentially the organisations joining it have been delivering activity for some twelve years now, so actions to achieve the key goals of growing the value of tourism earnings will be continuous and seamless.

### **Recommendations**

- 20 Members are asked to endorse the principles of the Service Level Agreement, whilst acknowledging that the financial terms will be subject to confirmation during the Council's budget-setting process.

Reason:

To formally confirm the Council's endorsement for the Single Tourism Organisation, whilst identifying clear parameters for this support.

### **Annexes**

Annex 1 is the Service Level Agreement between the Council and the new company.

**Contact Details**

**Author:**

Ian Tempest  
Tourism Manager  
City of York Council  
Tel: 01904 554427

**Chief Officer Responsible for the report:**

Roger Ranson  
Assistant Director (Economic Development and Partnerships)

**Report Approved** ✓ **Date** 26 Nov 2007

*Bill Woolley*  
*Director City Strategy*

**Specialist Implications Officer(s)**

*Implication ie Financial*

*Name Patrick Looker*

*Title Finance Manager, City Strategy*

*Tel No. ext 1633*

*Implication ie Legal*

*Name Brian Gray*

*Title Principal Property Lawyer*

*Tel No. Ext 1042*

*Name: Janet Neeve*

*Title: HR Business Partner*

*Tel No: Ext 1661*

**Wards Affected**

**All** ✓

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

**Background Papers:**

Memorandum and Articles of Association of Visit York  
Minutes of York Tourism Partnership Executive meetings

(All are held in the City Strategy offices at 9 St Leonard's Place)

## ANNEX 1



### SERVICE (LEVEL) AGREEMENT

*Between*

The City of York Council  
Economic Development &  
Partnerships,  
9 St Leonard's Place  
York, YO1 7ET

*and*

Visit York  
20 George Hudson  
Street  
York, YO1 6WR

**From the 1st April 2008 to 31st March 2011, subsequently a rolling 3 year agreement subject to annual review.**

#### 1. SUMMARY

**A contribution (value to be confirmed during the budget setting process) will be paid by City of York Council to the above organisation.**

This is a proposed Service Level Agreement (SLA) between the Council and Visit York (the working title of the new Single Tourism Organisation). It complements the Company's Memorandum and Articles of Association and is designed to highlight key issues that the Council will wish to see addressed by the Board of the new company, in return for a rolling three year agreement of financial and staffing support. The Council is fully committed to Visit York, and sees the company as an outstanding opportunity to fundamentally address the city's collective ambition for a successful, thriving visitor economy.

The function of Visit York will be to create the environment through a company limited by guarantee, for the continued development of tourism in York and the surrounding area. This will ensure that tourism remains an effective and successful contributor to the York economy. It will lead on defining and seeking investment to develop the quality of the York product, and market York as a destination to the leisure and business visitor including domestic and overseas markets. The overall ambition for Visit York is designed to help achieve (in fact,

exceed) the Yorkshire Forward target of 5% per annum growth in tourism earnings and allow York to become an exemplar of good practice.

## **2. SERVICE/ACTIVITY TO BE PROVIDED**

The specific activities of Visit York, subject to final confirmation by the newly appointed Chair and Board, are likely to include:

- Setting the strategic direction for the development of tourism in York – led through the Chair and the Board, but with strong input from the Chief Executive
- Aiming to encourage and facilitate transformational enhancements to York's visitor attractions, improvements to accommodation and hospitality provision within the city and influencing inward investment
- Defining and securing public and private sector investment to develop the quality of the York product (including championing investment in the public realm), and its marketing and promotion
- Maintaining and building on the current level of income from the private and public sector funding in order to carry out its core functions – raising funds from the private sector and maintaining investment and commitment from the Council and other public funding agencies
- Specific marketing activity that delivers business to the city of York and the surrounding region through destination marketing, and directly to businesses through VIC services, hotel bookings, the visityork website etc
- Engagement and communication with stakeholders, businesses and service providers. This also includes representation on many outside bodies as determined by the Visit York Board
- Seek to enhance the marketing and packaging of signature events and festivals, evening activities etc that will bring additional staying and high-spend visitors to York
- Pursuing a sustainable, green tourism agenda for the city and its businesses
- Encouraging the take up of employer-focused business support, skills development and training activities and working with the industry and partners on the promotion of careers in the tourism industry
- Commitment to performance management for the benefit of the Visit York Board, and for reporting to stakeholders and businesses



- Ambassadorial function – acting as the voice of tourism for York. Influencing national, regional and local strategies and opportunities for external funding, and working with regional and sub-regional agencies.

The forward strategy of Visit York will be to continue to grow and develop the private sector engagement with the partnership, increasing the level of support, to continue to secure significant investment from the public sector (through City of York Council), and to seek external funding for specific projects, through Yorkshire Forward or other bodies, that will secure the long-term future of York as a premier visitor destination. The future activities of Visit York will be guided by a business plan.

### **COUNCIL PRIORITIES TO BE ADDRESSED IN THE VISIT YORK BUSINESS PLAN**

The Council's funding provides a contribution towards the activities to be set out in a business plan for Visit York, which will be agreed by the company Board. The Council will require Visit York, within the Business Planning process, to address the following activities which are regarded as priorities for the strategic development of tourism in the City, and which the Council has long supported through the current York Tourism Partnership:

- i. Production and/or revision of a Tourism Strategy and Action Plan for the City through consultation and involvement of the Council and other stakeholders;
- ii. Acting on behalf of the City on priorities that enhance York's tourism offer to attract higher added value in the tourism sector and to strengthen the City's function as a tourism gateway to a wider region;
- iii. Developing the quality of the York visitor product, either directly or through influencing and engaging with business interests;
- iv. Ensuring that Visit York has sufficient resources to be able to run its services effectively and maintaining the financial viability of the company;
- v. Ensuring that timely responses are made to consultation from the Council, thereby assisting the Council to fulfil any responsibilities to consult with the tourism industry;
- vi. Helping the Council to achieve its environmental sustainability objectives through Visit York pursuing a sustainable, green tourism agenda for the City and tourism businesses;
- vii. Encourage and facilitate transformational enhancements to York's visitor economy, subject to the development of a business plan for Visit York and the availability of resources;
- viii. Complement and contribute to the work of [York@Large](#), particularly regarding the promotion of major events in the City that will attract visitors;

- ix. Take account of the interests of residents in the development of tourism, including to continue to run the Residents First Weekend or other similar activity;
- x. Provide tourism advice to the Council and other stakeholders on issues such as business skills and training needs;
- xi. Deliver information services to York`s visitors and make best use of destination management systems;
- xii. Provide input, comment and intelligence so that the Council can respond to regional and national tourism policy where the local authority can have an input.

**Support for Citywide and Council Priorities:**

The Council recognises that this project fulfils several of its stated corporate aims. One of the Council`s strategic priorities is to enhance the economic prosperity of the City`s residents with a focus on minimising income differentials. The Council is committed to working in partnership to achieve its strategic aims through the Local Strategic Partnership, the Economic Development Partnership Board, as well as specific partnerships such as Visit York. It also works with the Local Strategic Partnership to the aims and performance measures agreed with Government through a Local Area Agreement.

**3. SERVICE STANDARDS, STATUTORY AND POLICY CONDITIONS**

**a) The organisation will comply with the following general and statutory requirements:**

- Health and Safety legislation: including development and implementation of a Health and Safety policy for the organisation
- Equal Opportunities legislation (including the Disability Discrimination Act 1985, Race Relations (Amendment) Act 2000 requirements: including development and implementation of an Equal Opportunities policy
- Arrange Public liability and employers insurance consistent with the range and manner of services provided
- Development and implementation of a Complaints procedure.

**b) The organisation will additionally comply where appropriate with the requirements of:**

- the Children Act, public entertainment license, First Aid certificates and Criminal Records Bureau checks.
- Any other standards or requirements appropriate to the services provided.

**4. MONITORING CONDITIONS AND ARRANGEMENTS:**

- a) **The Council will monitor the performance of the organisation in carrying out the service or activity funded. This may include visits, review meetings, inspection of records and financial accounts relating to the funding with 14 days notice.**

**The organisation will submit monitoring reports to the Council as set out below:**

**b) Performance Indicators**

**The Council will monitor the activity/service provided by the organisation using the following performance indicators:**

<b>Type of measure</b>	<b>Indicator</b>	<b>Format</b>
<b>Quality measures:</b>	<ul style="list-style-type: none"> <li>Investors in People (The Bureau currently has this)</li> </ul>	<i>Confirmation of level maintained; progress achieved</i>
<b>Customer satisfaction:</b>	<ul style="list-style-type: none"> <li>To achieve a 1% increase per annum in visitor satisfaction</li> </ul>	<i>Visitor survey in line with the existing approach (and a possible pan-Yorkshire visitor satisfaction survey due to start in 2008-09)</i>
<p><b>Objective outputs measures:</b></p> <p><i>(These are put forward as KPIs, but it is understood that Visit York and the Council will need to review them once the business plan is approved by Board)</i></p>	<ul style="list-style-type: none"> <li>To increase visitor spend per annum by at least the current target of 5% per annum. This target could rise in the longer term</li> <li>To increase the average length of stay by 1% annually</li> <li>To increase the number of jobs created in the tourism sector of the local economy of York through increased visitor spend by a growth of 1% per annum in employment (i.e. the average level of improvement over the past 12 years.</li> <li>Set a target for usage of the Visitor Information Centre</li> </ul>	<p><i>Measurement by economic impact assessment, utilising the long history of evaluation established under First Stop York</i></p> <p><i>To meet the requirement set out in the Local Area Agreement</i></p> <p><i>Measurement by economic impact assessment, utilising the long history of evaluation established under First Stop York</i></p> <p><i>Maintenance of records by Visit York</i></p>

	<p>service (to be confirmed)</p> <ul style="list-style-type: none"> <li>• To maintain private sector membership of Visit York to at least the same level as recent years as experienced by the York Tourism Bureau.</li> </ul> <p>To maintain the number of tourism businesses in York engaged in skills development.</p> <p>To maintain the number of training days per annum delivered or facilitated by Visit York to tourism business.</p> <p>To set a return on investment value of publicity generated through marketing and promotional activities.</p>	<p><i>Maintenance of records by Visit York</i></p> <p><i>Maintenance of records by Visit York</i></p> <p><i>Maintenance of records by Visit York</i></p> <p><i>Maintenance of records by Visit York</i></p>
--	--	---

#### **Qualitative monitoring:**

In addition to the above figures, Visit York will prepare a report to the Council on the above or any additional activity/project work within the City of York area – including for example, involvement in partnership working, forums, involvement in national and regional initiatives. This report to be prepared by the end of December each year, to feed the Annual Review process (see e) below)

#### **c) Qualitative information**

**The organisation will provide an accurate and detailed monitoring report to the Council to demonstrate that the funding awarded has been used for service or activity specified above – to be completed by December in the financial year in question. The Council has the right to request access to financial records and information.**

**d) Failure by the organisation to submit satisfactory monitoring reports as indicated and by the dates due may result in the Council withholding funding or terminating the agreement.**

#### **e) Annual Review**

**The Council will carry out an Annual Review with the organisation by 31<sup>st</sup> January. This will include a review of performance as set out in the agreement and the continuing need for the service or activity. The results**

of the Annual Review will be used to inform the Council's decision on the continuation of the agreement into the second and third years of the agreement.

f) The Council will provide the organisation with a record of the Annual Review within 14 days of the Annual Review.

#### **5. CITY OF YORK COUNCIL CONTRIBUTION**

a) The Council's financial contribution in 2008-09 is subject to the budget-setting process, and funding will be in accordance with financial regulations.

b) The Council will make the payment on receipt of the signed service agreement.

c) The Council will pay the same level of funding for each year remaining of the agreement, subject to a satisfactory Annual Review and also having regard to the following paragraphs.

d) The Council will consider making an additional award for inflation at the end of the first and second years of this agreement.

e) Please note that whilst the Council is committed to fulfilling its responsibilities under this agreement, maintaining the same level of funding and making additional awards for inflation is subject to the Council's budgetary provision.

f) In the event of unforeseen and significant reductions in the level of funding available to the Council the Council may offer either a lower payment or terminate the agreement at the end of the first or second years.

g) In the event of either of these circumstances arising the Council's authorised officer will contact the organisation as soon as practicably possible to discuss options for maintaining levels of service and minimising disruption to the organisation's related operations.

h) The Council will nominate 3 representatives to serve on the Board of Visit York. In the event that the Members of the Company shall seek in a General Meeting to amend the Memorandum and Articles of Association of the Company without the consent of the Council such consent not to be unreasonably withheld and/or to remove a Director or Directors nominated by the Council without due cause, the Council will be at liberty to discontinue its support of the Company from the date of such General Meeting.

**i) A senior Officer of the Council will attend Board meetings to advise and support the Company in a non-voting capacity. If requested the Council will provide a reasonable level of information, advice and support to the organisation in connection with this agreement. The organisation should contact the authorised signatory of the Council in the first instance to discuss what support may be available.**

**j) The Council, through the authorised signatory will meet with representatives of the organisation at least once a quarter to monitor and discuss the agreement. Further meetings may be arranged if appropriate.**

**k) The Council will agree to second up to four existing posts related to the work of the Company, subject to the provisions of a separate secondment agreement.**

## **6. FUNDING CONDITIONS:**

**a) The organisation will:**

- submit its annual report and accounts at a date to be agreed by the stakeholders.
- inform the Council of any changes to its Constitution, Management Committee or contact representative as soon as practicably possible.
- inform the Council of any changes to its charging policy, staffing arrangements or delivery of the service or activity as soon as practicably possible

**b) The agreement may be terminated immediately if there is a material failure by the Organisation to fulfil the terms of this agreement.**

**c) The Council may require the Organisation to repay all or part of the funding if:**

- the funding is not used for the service or activity specified and by the named organisation only, unless the Council feels able to accept that there are legitimate reasons which have prevented the obligations being fully met.
- the organisation is not able to provide the service or activity specified to the agreed standard, unless the Council feels able to accept that there are legitimate reasons which have prevented the obligations being fully met.
- In these circumstances, an Action Plan shall be agreed with the Council and shall be implemented successfully by the Company.
- the organisation is wound up or otherwise ceases to exist

**d) In using public money, the Company must follow the principle of Council procedures in terms of financial probity, equal opportunities and**

**best value practice in delivering projects and in the selection and recruitment of contractors – Visit York will devise appropriate procedures to meet these requirements. This will include formally evaluating projects to ensure that best value practices have been used and keeping an audit trail of financial records.**

**e) The terms of the agreement may be varied or the agreement terminated by mutual consent of the Organisation and the Council.**

**7. SIGNATURES:**

**a) This agreement is accepted on behalf of the Organisation by the authorised officers:**

Position	Signature	Print name
Date		

**b) This agreement is accepted on behalf of the Council by the authorised officer:**

Position	Signature	Print name
Date		

This page is intentionally left blank