

**Notice of a public meeting of  
Executive**

**To:** Councillors Gillies (Chair), Aspden, Ayre, Dew, Douglas,  
K Myers, Runciman and Waller

**Date:** Thursday, 21 June 2018

**Time:** 5.30 pm

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

**A G E N D A**

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

Members are reminded that, should they wish to call in any item\* on this agenda, notice must be given to Democracy Support Group by **4:00 pm on Monday 25 June 2018**.

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

**1. Declarations of Interest**

At this point, Members are asked to declare:

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

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

**2. Minutes**

(Pages 1 - 18)

To approve and sign the minutes of the Executive meetings held on 26 April and 8 May 2018.

### **3. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Wednesday, 20 June 2018**. Members of the public can speak on agenda items or matters within the remit of the committee.

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

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

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

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

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at [http://www.york.gov.uk/download/downloads/id/11406/protocol\\_f\\_or\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

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

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

### **5. York Central - York Central Master Plan and Partnership Agreement** (Pages 25 - 142)

The Corporate Director of Economy & Place to present a report which sets out an illustrative master plan and development parameters for the York Central site and proposes the agreement of a Memorandum of Understanding between members of the York Central Partnership, to set the outline terms of a proposed formal partnership agreement.

Note: The full version of Annex 3 to the above report has been published online only, with a copy available for inspection at the Reception desk at West Offices. An abridged version is included in the printed agenda pack.

**6. Homeless Strategy 2018-2023, (Pages 143 - 250)  
'Preventing Homelessness Together',  
and Action Plan**

The Assistant Director of Housing & Community Safety to present a report which asks Executive to sign off the completed action plan for the 2013-18 Homeless Strategy and to approve the adoption and publication of the new 2018-23 Strategy, 'Preventing Homelessness Together'.

**7. The Library and Archives Service: (Pages 251 - 334)  
Procurement of Operator**

The Corporate Director of Children, Education and Communities to present a report which seeks authority to initiate the procurement process for the operation of the council's library and archives service.

Note: Parts of Annex A to the above report (appendices 1 and 2) have been published online only and are not included in the printed agenda pack.

**8. Transfer of Be Independent into the direct (Pages 335 - 346)  
management of the City of York Council**

The Corporate Director of Health, Housing & Adult Social Care to present a report which seeks approval to transfer the council's community alarm and equipment service, currently provided by Be Independent, back to City of York Council management.

**9. Capital Programme Outturn (Pages 347 - 370)**

The Corporate Director of Customer & Corporate Services (Deputy Chief Executive) to present a report which sets out the capital out-turn position for the 2017/18 financial year and asks Executive to recommend to Full Council the re-stated programme for 2018/19 to 2022/23.

**10. Q4 Finance and Performance Monitor (Pages 371 - 412)**

The Corporate Director of Customer and Corporate Support Services (Deputy Chief Executive) to present a report which provides an analysis of the council's overall finance and performance position at the end of the 2017/18 financial year, including progress on delivering savings.

## 11. Urgent Business

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

### Democracy Officer:

Name: Fiona Young

Contact details:

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

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

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

Contact details are set out above.

**This information can be provided in your own language.**

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی میا کی جا سکتی ہیں۔ (Urdu)

 (01904) 551550



City of York Council

Committee Minutes

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Meeting	Executive
Date	26 April 2018
Present	Councillors Gillies (Chair), Aspden, Ayre, Dew, Douglas, K Myers, Runciman and Waller
In Attendance	Councillors D'Agorne and S Barnes

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

### **151. Declarations of Interest**

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

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

Resolved: That the press and public be excluded from the meeting should any discussion arise on Annex 11 to Agenda Item 6 (Castle Gateway Masterplan), on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

### **153. Minutes**

Resolved: That the minutes of the last Executive meeting, held on 15 March 2018, be approved and signed by the Chair as a correct record.

#### **154. Public Participation**

It was reported that there had been three registrations to speak at the meeting under the Council's Public Participation Scheme, all on Agenda Item 6 (Castle Gateway Masterplan).

Jamie Wood spoke on behalf of the York Cycle Campaign. He welcomed the improvements the plan would bring, while suggesting modifications to improve safety for cyclists, avoid the difficulties of the Blue Bridge and provide more cycle parking.

Philip Crowe thanked those involved for bringing the plan forward but expressed concern about the impact of the proposals on New Walk and urged that alternative suggestions for this historic area be considered before the planning stage.

Reyahn King spoke as Chief Executive of York Museums Trust. She expressed approval for the masterplan and its aspirations, which would be supported by the transformational project now under way for the Castle Museum.

#### **155. Forward Plan**

Members received and noted details of the items that were on the Forward Plan for the next two Executive meetings at the time the agenda was published.

#### **156. Castle Gateway Masterplan**

*[See also under Part B Minutes]*

The Assistant Director of Regeneration and Asset Management presented a report which sought Executive approval of the preferred masterplan for the regeneration of the Castle Gateway area, and proposed a series of actions to deliver it.

The masterplan had been produced by BDP, the consultants appointed following Executive approval of a high level vision for Castle Gateway in January 2017. It had been developed through a three-stage process, involving comprehensive engagement with the public and key stakeholders at every stage, via My Castle Gateway (a partnership with My Future York) and the Castle Gateway Advisory Group. The report outlined details of the masterplan, the financial analysis of its

viability undertaken by Deloitte, and the plan to break down its delivery into four work packages, as detailed in paragraphs 64 to 71 and in Annex 9.

During their debate, Members welcomed the proposals and the open and inclusive approach taken to the consultation process. On behalf of the Executive, the Chair thanked the Officers and My Future York for bringing the project to this stage and it was

Resolved: (i) That the preferred masterplan for the Castle Gateway be approved.

Reason: To provide a spatial framework and development uses for the Castle Gateway that reflect the outcome of the detailed masterplanning work and stakeholder and public consultation.

(ii) That approval be given to prepare and submit detailed planning applications for work packages 1 and 2, as identified in the report.

Reason: To enable the next stage of work to implement the masterplan to go forward.

(iii) That approval be given to prepare the detail design of the St George's Field multi-storey car park alongside the planning application process.

Reason: To allow construction of the car park to commence as soon as planning permission is achieved, in order to enable the delivery of future phases.

(iv) That approval be given to procure a construction contractor for the St George's Field multi-storey car park alongside the planning application process.

Reason: To have a contractor in place to commence construction of the car park as soon as planning permission and a detailed design are in place.

(v) That a business case be submitted to West Yorkshire Transport Fund for the funding required for work package 1, highway improvements, and any

other appropriate highway improvement elements of the masterplan.

Reason: To secure external funding to deliver the proposed highway interventions identified in the masterplan.

(vi) That a lease be granted to the Arts Barge for a mooring to implement their planning permission in Tower Gardens.

Reason: To enable the Arts Barge to implement the planning permission they received in February 2017.

(vii) That a maximum 24 month lease of Castle Mills be granted to York 10 Limited for use as a site compound during the refurbishment of Ryedale House, in exchange for their demolishing the vacant buildings on the site.

Reason: To clear the Castle Mills site at no cost to the council.

### **157. Allerton Waste Recovery Park**

The Corporate Director of Economy and Place presented a report which provided an update on the progress of the Allerton Waste Recovery Park (AWRP) project, particularly towards strengthening the partnership between City of York Council (CYC) and North Yorkshire County Council (NYCC).

In September 2014, on presentation of the final cost of the facility at Allerton, CYC had agreed to progress the Joint Waste Management Agreement (JWMA) entered into with NYCC in 2010, supporting NYCC in contracting with AmeyCespa for the provision of a 25 year waste management service, at an estimated total cost to CYC of £153m. The commissioning phase of the project was now complete and full service had begun on 1 March 2018.

Work was ongoing to develop further collaboration in the management of waste disposal services, including AWRP and services provided by other third party contractors. It was likely this would result in a joint role responsible for waste disposal across CYC and NYCC, similar to the shared Health and Safety

service. A further report would be brought to Executive in the summer with detailed proposals for these joint arrangements.

Members welcomed the progress made with the JWMA, recognising that York could not run this project alone. Officers confirmed that the new facility was intended as a replacement for landfill, and work to minimise the 'co-mingling' of recycling would continue.

Resolved: (i) That progress on the Allerton Waste Recovery Park be noted.

(ii) That progress on strengthening working arrangements with North Yorkshire County Council on the management of residual waste disposal be noted.

Reason: To acknowledge and support the work being done to deliver a long term, sustainable alternative to landfill for the treatment of residual waste.

#### **158. Animal Welfare Licensing Policy**

The Corporate Director of Economy and Place presented a report which invited Executive formally to adopt a new Licensing Policy relating to animal welfare licensing, as approved by the Gambling, Licensing and Regulatory Committee on 6 March 2018.

There was no statutory requirement for local authorities to set policies in relation to animal welfare licensing, but it was considered good practice to do so. The proposed policy was attached as Annex 1 to the report, with a list of consultees and their responses at Annexes 2 and 3. The policy would need to be amended in line with new government regulations on animal welfare licensing. It had recently been announced that these would come into effect on 1 October 2018.

Members were invited to adopt the proposed policy (Option 1) or make further minor amendments before its adoption (Option 2).

Resolved: That Option 1 be approved and a new Licensing Policy relating to animal welfare licensing (incorporating standard conditions) be adopted, and

that any amendments made to the Licensing Policy following the introduction of new regulations be delegated to an Officer decision in consultation with the Executive Members for Culture, Leisure & Tourism and Housing and Safer Neighbourhoods.

Reason: To allow the council to implement a robust Licensing Policy and conditions relating to animal welfare licensing.

**159. A Further Phase of the Older Persons' Accommodation Programme: deciding the future of Morrell House Older Persons' Home**

The Corporate Director of Health, Housing & Adult Social Care presented a report which set out the results of consultation on the option to close Morrell House Older Persons' Home, with residents moving to other accommodation, and sought a decision on whether or not to close the Home.

Following the Executive's decision, on 28 September, to approve consultation on the closure, this had progressed in line with the process described in paragraphs 14 to 17 of the report, concluding on 10 April 2018. Overall, the response had been neutral, with residents and relatives engaging positively with the process. Responses to issues raised during consultation were detailed in paragraphs 28 to 39. In the event of closure, the remaining 11 residents would be moved in accordance with the Moving Homes Safety Protocol and staff would be supported in identifying appropriate redeployment and voluntary redundancy opportunities.

Members expressed broad approval of the approach being taken to consultation and to the previous closures of homes that did not meet modern standards, as part of the Older Persons' Accommodation Programme.

Resolved: (i) That the outcome of the consultation undertaken with residents, family, carers and staff of Morrell House to explore the option to close the home, with current residents moving to alternative accommodation, be received and noted.

(ii) That approval be given to close Morrell House residential care home, with the requirement that

residents' moves to their new homes are carefully planned and managed in line with the Moving Homes Safely protocol.

(iii) That it be noted that potential alternative uses of the Morrell House site will be examined in accordance with the Corporate Asset Strategy, with the site to be prioritised for the delivery of affordable / social housing via future reports on the programme for the council's housing delivery programme.

Reason: In accordance with the aim of the Older Persons' Accommodation Programme to address the needs of York's ageing population by delivering improved care homes for the current and future generations, and taking into account the results of the consultation on the closure of Morrell House.

**160. Developing a Centre of Excellence for Disabled Children and their families in York**

*[See also under Part B Minutes]*

The Corporate Director of Children, Education and Communities presented a report which set out a revised recommendation in relation to the capital budget for developing the Centre of Excellence for Disabled Children.

Since the previous report to Executive, on 25 January 2018, a further review had found that the level of capital receipts that could be generated to support the capital budget for the centre had reduced by £350k. Consequently, the amount of council borrowing required had increased by £350k. Members were therefore asked to approve the revised business case and recommend the amended capital budget to Council.

Members re-iterated their support for this project and

Resolved: (i) That the revised financial business case for the development of a Centre of Excellence for Disabled Children and their families in York be approved.

Reason: In line with the results of the review of the level of capital receipts that can be generated.

(ii) That Officers prepare a comprehensive timetable for all developments and demolition within the projects covered by Windsor House / Centre of Excellence, Lincoln Court and Newbury Avenue Garages / Bungalows.

Reason: To ensure that there is co-ordination of the major traffic movements associated with each project.

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

### **161. Castle Gateway Masterplan**

*[See also under Part A Minutes]*

The Assistant Director of Regeneration and Asset Management presented a report which sought Executive approval of the preferred masterplan for the regeneration of the Castle Gateway area, and proposed a series of actions to deliver it.

The masterplan had been produced by BDP, the consultants appointed following Executive approval of a high level vision for Castle Gateway in January 2017. It had been developed through a three-stage process, involving comprehensive engagement with the public and key stakeholders at every stage, via My Castle Gateway (a partnership with My Future York) and the Castle Gateway Advisory Group. The report outlined details of the masterplan, the financial analysis of its viability undertaken by Deloitte, and the plan to break down its delivery into four work packages, as detailed in paragraphs 64 to 71 and in Annex 9.

During their debate, Members welcomed the proposals and the open and inclusive approach taken to the consultation process. On behalf of the Executive, the Chair thanked the Officers and My Future York for bringing the project to this stage and it was

Recommended: That Council allocate a capital budget of £2.4m to implement the recommendations in the report, noting that this will have an impact of £140k on the revenue budget in 2019/20.



Reason: To create the budget to deliver the next step in implementing the Castle Gateway masterplan.

**162. Developing a Centre of Excellence for Disabled Children and their families in York**

*[See also under Part A Minutes]*

The Corporate Director of Children, Education and Communities presented a report which set out a revised recommendation in relation to the capital budget for developing the Centre of Excellence for Disabled Children.

Since the previous report to Executive, on 25 January 2018, a further review had found that the level of capital receipts that could be generated to support the capital budget for the centre had reduced by £350k. Consequently, the amount of council borrowing required had increased by £350k. Members were therefore asked to approve the revised business case and recommend the amended capital budget to Council.

Members re-iterated their support for this project and

Recommended: That Council approve a capital budget of £4.274m to support the development of a Centre of Excellence for Disabled Children and their families, being financed by:

- the sale of The Glen (net capital receipt £500k, after deducting the assumed Windsor House receipt) and
- £3.774m prudential borrowing, the costs of which will be met from the existing budget provision for the service.

Reason: To reflect the revisions to the financial business case for the Centre of Excellence since approval of the capital budget allocation by Council on 22 March and to enable the development to proceed.

Cllr I Gillies, Chair

[The meeting started at 5.30 pm and finished at 6.58 pm].

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Meeting	Executive
Date	8 May 2018
Present	Councillors Gillies (Chair), Aspden, Ayre, Dew, Douglas, K Myers, Runciman and Waller
In Attendance	Councillors D'Agorne and Looker

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

### **163. Declarations of Interest**

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

### **164. Public Participation**

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

Cllr Mark Warters spoke on:

- Agenda Item 5 (Development of the Guildhall Complex), urging that the project be halted as a waste of funds and the Guildhall sold to private developers instead;
- Agenda Item 6 (City of York Local Plan), regretting the omission of public houses from the list of community facilities;
- Matters within the Executive's remit, commenting that the parties involved should work together on the Community Stadium, rather it be operated for the benefit of one person.

Michael Hammill spoke on Agenda Item 5, stating that there was no evidence of demand for office space at the Guildhall and that it should be offered to private developers, not run by the council.

Matthew Laverack spoke on Agenda Item 5, suggesting that the Guildhall be adapted for use as bespoke tourist accommodation and offering to draw up illustrative plans for such use.

Gwen Swinburn spoke on Agenda Item 5, questioning why the report did not re-visit the business case for the Guildhall and suggesting it be put out to tender to find a creative solution.

Cllr David Carr spoke on Agenda Item 6, repeating the statement he had made at Local Plan Working Group, on behalf of Cllr Mercer, specifically in relation to sites ST15 and SP1.

**165. Forward Plan**

Members received and noted details of the items that were on the Forward Plan for the next two Executive meetings at the time the agenda was published.

**166. Additional Adult Social Care Support and Resources (formerly 'Contingencies and Grant use April 2018-2020')**

The Director of Housing, Health and Adult Social Care presented a report which set out proposals to commit additional council resources and government grant to build on measures already taken to support the health and care system and reduce Delayed Transfers of Care (DTC).

The report highlighted a series of initiatives and additional investment that had led to the number of 'bed days' lost to adult social care DTC being reduced by 25% between 2017 and 2018. There was now a need for this investment to be maintained in order to manage the ongoing demand proactively.

Measures taken in 2017/18 were summarised in Annex A to the report. Additional schemes proposed in 2018/19, to be funded by the additional £800k recurring funding agreed by council in the 2018/19 budget and the one-off £457k Adult Social Care Support Grant allocated by government, were set out in Annexes B and C.

Members welcomed the proposals and

Resolved: (i) That the report, detailing the positive impact of the measures put in place to reduce Delayed

Transfers of Care and alleviate system pressures faced by Health and Social Care, be noted.

(ii) That approval be given to maintain the existing additional activity and release the £800k recurring budget from the funding set aside in the 2018/19 budget for pressures relating to Adult Social Care, to fund the activities put in place and outlined in the report proposals.

(iii) That approval be given to release the £457k non-recurring Adult Social Care Support Grant 2018/19 budget for pressures relating to Adult Social Care, to fund additional support as proposed.

Reason: To:

- reduce the number of people with social care needs entering acute care and staying in hospital longer than necessary;
- reduce the demand for formal ongoing health and social care;
- stabilise the local provider market to enable the council to secure placements at a reasonable rate;

and therefore make more efficient and effective use of the resources available and support more people to maintain or maximise their independence.

**167. The Development of the Guildhall Complex (formerly 'Guildhall Procurement Update')**

The Assistant Director of Regeneration and Asset Management presented a report which set out the latest position on the development of the Guildhall complex; specifically, the procurement process to appoint a construction partner and the rationale for the officer decision not to proceed into the construction phase, and options for the way forward.

On 16 March 2017, Executive had approved a detailed business case for regeneration of the Guildhall and plans to procure a contractor (Minute 136 of that meeting refers). Contractors Interserve had since been appointed but failed to submit a suitable proposal at Stage 1, and their contract had now been terminated.

Three options were presented, as set out in paragraphs 27-37 of the report and summarised below :

**Option 1** – proceed with the scheme as currently scoped. This would increase the cost of the project by £5m-£6m, resulting in additional borrowing costs of £260k-£310k per year.

**Option 2** – adjust the scope to reduce the cost. Removing the proposed upper floor to the south range and servicing via the river would reduce the budget increase to £4m-£5m and borrowing costs to £210k-£260k, while maintaining key project outcomes. This was the recommended option.

**Option 3** – undertake essential repairs and maintenance work only. This would mean the council covering the full costs of borrowing (£3m-£5m) and repaying LCR grant funding.

In response to matters raised under Public Participation, Officers confirmed that alternative uses for the Guildhall had been considered and the Executive had decided to proceed in a way that was commensurate with the civic importance of the site. In terms of expertise, the council already operated two of the largest and most successful office spaces in the city.

Resolved: (i) That the scope for the regeneration of the Guildhall, as set out in the 'Future Options' section of the report, be confirmed.

(ii) That approval be given to procure a construction contractor for the Guildhall project, based upon Option 2 in paragraphs 29 to 31 of the report.

Reason: To minimise delay and ensure that the value of the Early Contractor Involvement (ECI) phase work is realised for the project in re-tendering the delivery of the works in the most effective way, at less cost to the council than the other options and without committing the future budget.

(iii) That, in view of the complexity of the project, a further report with proposals for the appointment of a contractor and determination of the final budget be brought to Executive in the Autumn; that report to include an updated business case, a risk assessment, and details of how the preferred supplier will promote economic growth.

(iv) That the council enter into further discussions with Leeds City Region Local Enterprise Partnership, to seek to increase the level of grant funding to deliver the Guildhall scheme.

Reason: To ensure the future viability and effective re-use of the Guildhall, as one of the city's most significant buildings.

## **168. City of York Local Plan - Submission**

*[See also under Part B]*

The Assistant Director of Planning and Public Protection presented a report which asked Executive to consider the responses received to consultation on the Publication Draft Local Plan (the Plan) and decide whether to recommend that Council approve the Plan for submission to the Secretary of State for examination.

Executive had approved the Plan for statutory Regulation 19 consultation on 25 January 2018 (Minute 112 of that meeting refers) and consultation had taken place between 21 February and 4 April. Representations made during that period would be considered by an independent Inspector along with the Plan, once Council had decided it was ready for submission. The Plan had been made available online as Annex A to the report; associated documents were also attached as annexes. The minutes of the Local Plan Working Group (LPWG), which had considered the Plan on 2 May, were circulated at the meeting.

As requested by LPWG, Officers clarified that delegated decisions involving material changes to the Plan would be taken back to Executive. Minor changes approved under the proposed delegated powers would be published and treated as key decisions. They also circulated proposed minor modifications to Annex G to address concerns raised at LPWG on the status of public houses as community facilities.

After a full debate, during which Executive Members expressed their support for the Plan and the need for York to set its own Local Plan for the good of the city, it was

Resolved: (i) That the representations received on the Publication Draft Local Plan (Regulation 19) be noted.

(ii) That the minor modifications to Annex G circulated at the meeting, to include public houses within the definition of 'community facilities' within paragraph 6.5 of the supporting text to policy HW1 (Protecting Existing Facilities) in Annex A, be approved.

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

### **169. City of York Local Plan - Submission**

*[See also under Part A]*

The Assistant Director of Planning and Public Protection presented a report which asked Executive to consider the responses received to consultation on the Publication Draft Local Plan (the Plan) and decide whether to recommend that Council approve the Plan for submission to the Secretary of State for examination.

Executive had approved the Plan for statutory Regulation 19 consultation on 25 January 2018 (Minute 112 of that meeting refers) and consultation had taken place between 21 February and 4 April. Representations made during that period would be considered by an independent Inspector along with the Plan, once Council had decided it was ready for submission. The Plan had been made available online as Annex A to the report; associated documents were also attached as annexes. The minutes of the Local Plan Working Group (LPWG), which had considered the Plan on 2 May, were circulated at the meeting.

As requested by LPWG, Officers clarified that delegated decisions involving material changes to the Plan would be taken back to Executive. Minor changes approved under the proposed delegated powers would be published and treated as key decisions. They also circulated proposed minor modifications to Annex G to address concerns raised at LPWG on the status of public houses as community facilities.



After a full debate, during which Executive Members expressed their support for the Plan and the need for York to set its own Local Plan for the good of the city, it was

Recommended: (i) That Council approve the Submission Draft Local Plan (Publication Draft), as attached at Annex A to the report, the Policies Map as attached at Annex B to the report, and the Schedule of minor modifications as attached at Annex G to the report, for submission to the Secretary of State for examination.

Reason: So that an NPPF compliant Local Plan can be progressed in accordance with the council's Local Development Scheme.

(ii) That authority be delegated to the Director of Economy and Place, in consultation with the Executive Leader and the Executive Member for Economic Development and Community Engagement, to make non-substantive editorial changes to the Submission Draft and other supporting documents submitted alongside the Plan.

Reason: So that an NPPF compliant Local Plan can be progressed.

(iii) That the Director of Economy and Place be authorised to ask the examining Inspector to recommend modifications where necessary under Section 20(7C) of the Planning and Compulsory Purchase Act 2004.

Reason: So that an NPPF compliant Local Plan can be progressed.

(iv) That the Director of Economy and Place, in consultation with the Executive Leader and the Executive Member for Economic Development and Community Engagement, be authorised to agree any further or revised responses, or proposed changes, during the

examination process, prior to consultation and a final decision on adoption.

Reason: So that an NPPF compliant Local Plan can be progressed.

Cllr I Gillies, Chair

[The meeting started at 5.30 pm and finished at 6.40 pm].

## Forward Plan: Executive Meeting: 21 June 2018

**Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 12 July 2018**

Title and Description	Author	Portfolio Holder
<p><b>Duncombe Barracks</b> <i>(slipped from 21 June)</i></p> <p><b>Purpose of Report</b> To seek Executive approval to purchase the site from the Ministry of Defence (MoD).</p> <p>The Executive will be asked to: Agree the sale with a view to developing the site for much needed affordable housing.</p>	Paul Landais-Stamp	Executive Member for Housing & Safer Neighbourhoods
<p><b>Treasury Management Annual Report &amp; Review of Prudential Indicators</b> <i>(slipped from 21 June)</i></p> <p><b>Purpose of Report</b> To provide the annual treasury management review of activities and the actual prudential and treasury indicators.</p> <p>The Executive will be asked to: Note the issues and approve any adjustments as required to the prudential indicators or strategy.</p>	Debbie Mitchell	Executive Leader (incorporating Finance & Performance)
<p><b>Re-procurement of Sexual Health and Contraception Services</b></p> <p><b>Purpose of Report</b> To seek authorisation to approach the market for the tendering of sexual health and contraception services, and to receive approval that the decision to award the contract be delegated to the Director of Public Health.</p> <p>The Executive will be asked to: Approve the request.</p>	Sharon Stoltz	Executive Member for Adult Social Care and Health

Title and Description	Author	Portfolio Holder
<p><b>Delivering Improved Sport and Active Leisure facilities at Burnholme in York</b></p> <p><b>Purpose of report</b></p> <p>To seek consent for investment in and preparation and submission of the planning application to deliver improved sports facilities at Burnholme as part of the plan to create a Health and Wellbeing campus on the site, part of the Older Persons' Accommodation Programme, and for management arrangements for the sports facilities.</p> <p>The Executive will be asked to:</p> <ul style="list-style-type: none"> <li>• Give consent for investment in and preparation and submission of the planning application to deliver sports to deliver improved sports facilities at the Burnholme Health and Wellbeing campus.</li> <li>• Recommend to Council that the Capital Programme be amended to include this investment.</li> <li>• Agree the management arrangements for the sports facilities at Burnholme.</li> </ul>	Roy Wallington	Executive Member for Culture, Leisure & Tourism and Executive Member for Adult Social Care & Health

<p><b>YNY Ltd</b>  <b>Purpose of report</b>  To propose that the council withdraw from its membership of YNY Ltd in order that the company can be dissolved.</p> <p>The Executive will be asked to: Agree the officer recommendations as outlined in the report.</p>	<p>Neil Ferris</p>	<p>Executive Member for Economic Development &amp; Community Engagement</p>
<p><b>Housing Delivery Programme</b>  <b>Purpose of report</b>  To update Members on work undertaken in establishing a programme of direct housing delivery on council owned land assets and seeking decisions to take the programme forward.</p> <p>The Executive will be asked to: Consider housing development opportunities and the appropriate method of delivery.</p>	<p>Tom Brittain,  Tracey Carter,  Michael Jones</p>	<p>Executive Leader (incorporating Finance &amp; Development) and Executive Member for Housing &amp; Safer Neighbourhoods</p>

**Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 30 August 2018**

Title and Description	Author	Portfolio Holder
<p><b>Duncombe Barracks</b>  <i>(slipped from 12 July)</i>  <b>Purpose of report</b>                      To seek Executive approval to purchase the site from the Ministry of Defence (MoD).</p> <p>The Executive will be asked to: Agree the sale of the Barracks with a view to developing the site for much needed affordable housing, providing negotiations with the MOD over the sale are successful.</p>	<p>Paul Landais-Stamp</p>	<p>Executive Member for Housing &amp; Safer Neighbourhoods</p>

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

Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p><b>Treasury Management Annual Report &amp; Review of Prudential Indicators</b></p> <p>For details see Table 1 above</p>	<p>Debbie Mitchell</p>	<p>Executive Leader (incorporating Finance &amp; Performance)</p>	<p>21/6/18</p>	<p>12/7/18</p>	<p>To enable Audit &amp; Governance Committee, which meets on 27 June, to give prior scrutiny to the contents of the report, as required by the CIPFA Code of Practice.</p>
<p><b>Duncombe Barracks</b></p> <p>For details see Table 2 above</p>	<p>Paul Landais-Stamp</p>	<p>Executive Member for Housing &amp; Safer Neighbourhoods</p>	<p>12/7/18</p>	<p>30/8/18</p>	<p>To allow more time to explore opportunities with MOD regarding the best use of the site from a York perspective.</p>

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**Executive****21 June 2018**

Report of the Director of Economy and Place

Portfolio of the Executive Member for Finance and Performance and Executive Member for Economic Development &amp; Community Engagement

**York Central – York Central Masterplan and Partnership Agreement****Summary**

1. This report represents a momentous stage in the delivery of York Central. The largest regeneration York has ever seen is well on the way to delivery. We have shaped this proposal by listening and learning from residents, communities and businesses. We can now describe how, in partnership, our investment will not only deliver iconic, attractive spaces for new homes and businesses, but also improve the wellbeing of residents, connecting communities to the city and beyond. Through sensitive and intelligent planning, it is proposed to we will revitalise and invigorate our economy, reduce social isolation, improve health and whilst recognising our unique heritage, build innovative and exciting spaces that are fit for the future.
2. We are now at the stage when we can set out development parameters, describe an illustrative master plan and prepare planning applications, as well as outlining the basis for a formal contractual agreement between the York Central Partnership (YCP). Importantly, we have set out our shared ambitions for York Central and describe how, through joined-up consultation, city residents and businesses will achieve wider social, environmental and economic benefits. In addition, through this unique approach to regeneration, we will mitigate the impacts that are inevitable with large scale urban development.
3. The York Central site is adjacent to the railway station and one of the largest brownfield sites in northern England, see the plan at Annex 1 which sets out the extent of the outline planning application. This neglected and run-down area is currently the first impression many visitors will experience of York. This provides a huge opportunity for improvement. The site is ideal for regeneration including new homes, Grade A commercial office space, an

enhanced cultural experience delivered by the National Railway Museum and a range of new public spaces and facilities. As the gateway to York this space will be synonymous with York's rich history whilst heralding our role in developing future city living in the UK.

4. The scheme is promoted by the York Central Partnership (YCP), comprised of Network Rail (NR) Homes England (formerly the Homes and Communities Agency or HCA), the National Railway Museum (NRM) and the City of York Council (CYC).
5. Listening to residents and communities, the YCP developed a master plan for the regeneration of York Central. This will lead to the submission of an outline planning application for the whole York Central site and a full application for a new access road, bridge and spine road. Extensive community engagement and consultation has been at the heart of shaping the final masterplan. This report seeks agreement to take this forward and submit an outline planning application for the whole site and a full application for the phase 1 infrastructure including access road, bridge and spine road.
6. This report proposes the agreement of a Memorandum of Understanding between the members of the YCP to set the outline terms of a proposed formal partnership agreement. The full Partnership agreement will be signed once the infrastructure costs and external funding are confirmed.
7. Finally, this report outlines the huge potential and once-in-a-lifetime opportunities York Central can bring to York's residents, businesses and visitors. The report describes how the site will deliver the council's strategic objectives delivering a wide range of benefits for residents and businesses in York.

## **Recommendations**

8. Executive is asked :-
  - I. To support the YCP masterplan and to note that this will inform and regulate future planning application submissions.
  - II. To endorse the draft parameter plans and development schedules for York Central to enable the completion of the Environmental and Transport Impact Assessments and form the basis of planning submissions by the partnership.
  - III. To delegate the final sign off of the York Central Design Guidelines to the Leader and Deputy Leader prior to the submission by the York Central Partnership of an outline planning application
  - IV. To agree the Memorandum of Understanding with YCP

- V. To delegate the approval of the layout and the submission of a detailed planning application for the first phase infrastructure of the York Central scheme to the Executive Member for Transport and Planning
- VI. To receive further reports from Autumn 2018 setting out :-
  - a. A partnership agreement
  - b. Funding arrangements

Reason:- To ensure the delivery of the York Central scheme

- VII. To instruct officers to undertake further work to bring forward proposals to support and enhance the delivery of affordable housing on York Central
- VIII. To instruct officers to bring back a detailed business case for the early investment in office accommodation on York Central as part of the council's commercial portfolio
- IX. For officers to continue to work with city partners and community groups to identify early community facilities to be developed on York Central
- X. To work with YCP to support the delivery of high sustainability standards on the site
- XI. to encourage the YCP to continue their community engagement approach throughout the delivery of the scheme
- XII. For officers to work with YCP to develop proposals for the detailed design of public spaces on York Central
- XIII. To undertake further engagement with businesses to focus the occupier strategy and integrate the commercial spaces within the broader area

Reason: - To ensure the York Central scheme delivers the economic and social benefits described.

## **Background**

- 9. The delivery of York Central is essential to the growth of York, contributing significantly to the growth of the regional economy. Through the provision of high quality office space and mixed tenure homes, York Central will both support economic growth and meet housing needs in the city. Though the site has been earmarked for regeneration for many years, previous attempts to deliver the scheme have failed. We are now poised to seize this once in a lifetime opportunity to make this iconic development a reality.
- 10. There have been several developments which have finally enabled the scheme to successfully progress :-
  - i. The establishment of the York Central Partnership bringing together all the public sector land owners
  - ii. Assembling the land for redevelopment and clearing it of operational rail use

- iii. Establishment of Housing Zone Status which has brought investment from Homes England to support the delivery of housing on the site.
  - iv. Establishment of the Enterprise Zone which brings with it the potential to retain the additional business rates generated from part of the site to allow investment in delivering economic growth on the site.
  - v. Securing significant enabling funding from a range of government agencies including the WYTF, YNYER LEP, Leeds City Region LEP, the One Public Estate Programme, Homes England and potentially the Housing Infrastructure Fund (HIF) from the Ministry of Housing, Communities and Local Government (MHCLG).
  - vi. Learning from the successful engagement of My Castle Gateway, comprehensive ongoing public engagement and consultation to shape the vision and the spatial masterplan and encourage an ongoing public conversation.
  - vii. Significant design work to develop an illustrative masterplan approach that is responsive to stakeholder input
11. The site does, however, have significant infrastructure challenges. It is entirely circumscribed by rail lines, with the rail station at the bottom of the teardrop of land, the East Coast Main Line (ECML) forming a barrier to the north and east, and the Freight Avoiding Lines (FAL) to the south and west. See site plan annex 1. Current access roads onto the site already run through minor residential streets in the Salisbury Terrace area, or under the Leeman Road tunnel and have limited capacity and low bridges, limiting access for high vehicles. They are not suitable to serve a comprehensive re-development of York Central. It is therefore necessary to construct a new access route into the site.
12. In November 2017, Executive agreed the York Central Partnership recommendation that a Western access option be developed for inclusion in the York Central Masterplan. They agreed to undertake further design and legal work to ensure the final alignment will seek to mitigate the effects of such a route on Millennium Green and to control costs to ensure deliverability. In March 2018 Executive also agreed the council would begin the procurement of a construction partner to build the core highways infrastructure. This work is progressing. Progress on the final alignment is covered later in the report.

### **City Objectives from York Central**

13. York Central presents a once in a life time opportunity to create a modern urban extension to the city. Unlike any other development, the central location, historic context, and proximity to the station and connections across

the country will mean it is ideally placed to help deliver the ambitions of the city for economic and residential growth. It will also improve the wellbeing of residents, connecting communities to the city and beyond. York Central will contribute to the revitalisation and invigoration of our economy, reduce social isolation, improve health and wellbeing and whilst recognising our unique heritage, build innovative and exciting spaces that are fit for the future, significantly reducing inequalities across the city.

14. As democratically elected representatives of York's diverse communities, the council has a very specific leadership role in helping city partners, stakeholders and communities to actively, sensitively and intelligently develop solutions to the economic social and environmental challenges faced by the city.
15. The community engagement activity undertaken to inform the development of the York Central scheme has positively engaged public debate in the future of York and many of the themes emerging from that consultation relate to broader aspirations for the city and a call for a more discursive form of public debate.
16. This emerging thinking suggests that there is an immediate desire within the city for the council to take an active role in enabling the development of the social as well as the physical infrastructure of the site.
17. Below is a list of some of the emerging themes and opportunities for delivering added value that the council could support :-

### **Housing**

- i. The development of mixed tenure affordable housing that is integrated and affordable in perpetuity and to seek to deliver council owned social housing as part of the affordable provision.
- ii. The creation of accessible, sustainable housing that meet the needs of residents throughout their lives through the adoption of high quality build standards that reduce carbon and prevent fuel poverty
- iii. To explore the potential for exemplar community led housing schemes that harness social and financial investment to deliver targeted housing need e.g. intergenerational or LGBTQ housing.
- iv. To facilitate increased supply of accommodation for older people, both residential & nursing care home provision, independent living accommodation and age restricted housing

### **Public Realm**

- v. The absolute commitment to creating quality new places that integrate with existing communities
- vi. The creation of exciting, vibrant, public spaces, both landscaped and green, that promote health and cultural creativity for all ages whilst ensuring ease of maintenance

### **Sustainability**

- vii. The creation of a multi- modal transport strategy that augments the existing pedestrian and cycle networks, improves public transport provision whilst mitigating the negative impacts of additional traffic on our roads
- viii. To trial a new waste management supplementary planning document that ensures effective waste and recycling facilities are built into the fabric of all developments
- ix. Exemplar green infrastructure that is future proofed for climate change
- x. Aspiration for an exemplar approach to water management to respond to climate change and manage and mitigate the impact of flooding and enable us to live well with water

### **Community**

- xi. The creation of community facilities on the site that meet the need of the new and surrounding communities which are shaped and possibly delivered and/ or managed by those communities.
- xii. Explore opportunities for on site primary health care facilities to meet the needs of new and existing communities
- xiii. The exploration of the potential for on site primary school facilities to meet the needs of the site and supplement places in the city with the potential for specialist provision for children with special educational needs

### **Economy**

- xiv. To undertake further engagement with businesses to focus the occupier strategy and integrate the commercial spaces within the broader area
- xv. To develop a business case to undertake direct investment in the development of commercial property that delivers affordable work space and growth opportunities for developing businesses

- xvi. Support for inward investment
- xvii. Work with city partners to develop growth opportunities for city businesses and education partners.

### **Culture**

- xviii. To support the expansion of the NRM to improve their visitor offer and integrate with the broader scheme and showcase the rail heritage of the site
  - xix. To create active public realm and suitable commercial and community spaces to support cultural innovation, events and businesses.
  - xx. To facilitate the use of great public art in the development of public spaces.
18. These ideas need further development and engagement with city partners. Some of these ambitions may be achievable using statutory powers or the facilitation of partnership opportunities where others may require direct investment and could ultimately form part of the YCP partnership agreement. Executive are asked to approve further work to bring these ideas and propositions forward.

### **Community Engagement**

19. In November, Executive requested an expansion of the proposed community engagement. In response to this, YCP has fundamentally reshaped the consultation and engagement to provide a wide range of opportunities for meaningful debate with a broad range of communities of interest, in addition to the more structured consultation approach to support the planning process. This is set out in a Community Engagement Framework which was developed in collaboration with the York Central Community Forum and underpins all activity for York Central.
20. In addition to the YCP advisors, YCP also appointed My Future York to deliver a broader community engagement approach 'My York Central' to capture the issues that people are most interested in, in a manner that facilitates meaningful debate, exploration and thoughtful consideration of problems and solutions and establishes a long a term community dialogue. This approach was successfully used on the Castle Gateway project.
21. The combined team undertook a large scale Festival of York Central that ran over a 6 week period from March to April 2018. The response to the Festival of York Central has informed the development of the illustrative masterplan but will also inform the ongoing work on design guidance as well as the vision

for the site, and strategies beyond the planning application's remit such as the delivery strategy.

### **Analysis of the Engagement and Consultation**

22. The results of the consultation work are attached in two parts.

#### **My York Central**

23. My York Central feedback is attached at Annex 2. This captures the 3500 Post-its, all tagged on Flickr and over 46 events including workshops, walks, rides, talks, film screenings and Q&A events. The feedback provides a qualitative analysis of the topical feedback on a wide range of subjects and summarises the key principles that emerged from their discussions which should underpin future engagement as the scheme develops out. These were:
- i. Ongoing Community Engagement
  - ii. Identify issues and co-design solutions
  - iii. Shaped by future aspirations not current norms
  - iv. York Central as the lever for city wide change
  - v. A social contract for York Central
24. The Big ideas which emerged from the engagement were:-
- i. **Homes for living** – not investment – York Central should address York's housing inequalities, make a mixed community and build homes not investment properties.
  - ii. **Exploiting the benefits of higher density** – high density should bring walkable access to shops, gyms, culture, entertainment, public transport and incredible roof top views. Identify these benefits collaboratively and design for them.
  - iii. **Build in low running costs through high standards** – Link low fuel bills and environmental sustainability through high build standards.
  - iv. **People not cars** - Whether people love and rely upon their cars or want to see a car free York, there is one shared point of agreement. York Central cannot add 2500+ more cars to York's roads. York Central should provide liveable streets and safe neighbourhoods for children to grow up, keep cars to the periphery, plan for quick and reliable public transport and prioritise direct routes for those on foot, bikes and with mobility aids.
  - v. **Beyond Zoning** – Work is changing. Work and life are often no longer zoned into 9am-5pm so why should our cities be? Plan for creative vibrant urban space by mixing up work, living and cultural buildings and spaces.
  - vi. **A community made through exchange** – York has enormous wealth, socially, culturally and financially. Use York Central to build a community



that can build links between people to address inequalities through sharing and exchange

- vii. **A hub that catalyses York's creativity and innovation** - Amazing things are happening in York, from media, science and technology and heritage. Develop a showcase and learning hub that challenges perceptions and fuels new ideas and networks
- viii. **Public Spaces that enable people to be collectively creative** – Design indoor and outdoor public space and forms of collaborative governance that enable communities to take ownership and to cultivate lots of different activities

## Masterplan Consultation

- 25. The analysis of the feedback on the specific elements of the master plan was collected through the Commonplace website and paper forms and the overall analysis of the Festival of York Central is attached as Annex 3.
- 26. The general response to the masterplan vision and all the key elements of the indicative plan itself was generally very positive with on average 56% of respondents in support of the proposals and only 9% of respondents disagreeing with the proposals. There are large numbers of people who remain neutral particularly on subjects where there was most comment from the My York Central dialogue, suggesting that people wanted more detail before making a judgement.
- 27. There was particular support for the following areas of the York Central vision
  - i. Affordable Homes that meet local need with range of housing types
  - ii. Prioritisation of walking and cycling
  - iii. Well connected and sustainable neighbourhoods
  - iv. Public park for events and recreation
  - v. Sustainable and low carbon living
  - vi. High quality buildings that respond to the setting
  - vii. A range of community spaces
  - viii. New jobs and businesses with space for creative industries
- 28. On specific movement design proposals there were mixed views on the alignment of an improved southern cycle and pedestrian access but a clear preference for segregated cycling provision through the Leeman Rd tunnel/Marble Arch.
- 29. There was significant support for the following design and heritage principles. Respondents supported the idea that building heights should respond to the heritage of the site and that York Central should feel like an extension of the

city with high quality streets and safe accessible spaces and convenient inclusive and safe through routes

30. With regard to leisure opportunities there was an aspiration to transform the arrival experience into York Central with opportunities for cultural activities, particularly a transformed NRM experience with supporting food and drink and retail offer to complement the city centre and an ambition for community led pop-up spaces to create an early sense of excitement and activity.
31. Respondents were supportive of a landscape strategy which made provision for storage of water after high rainfall, encouraged biodiversity, connected through to the Ouse, reflected the railway heritage of the site and provided a range of open public and play spaces across the site. There was support for a new station entrance onto a new public square with flexible event spaces, an improved entrance to the NRM and with generous pedestrian crossings and traffic calming.

### **The York Central Master plan**

32. A huge amount of work has been done to incorporate the consultation feedback into a comprehensive suite of parameter plans and an illustrative masterplan for the site. The parameter plans, Illustrative Masterplan and development schedules were agreed by the YCP partners on May 25<sup>th</sup> and are attached at Annex 4.
33. Parameter plans establish the framework for the development and will be accompanied by a set of design guidelines which will be used to inform and determine future detailed planning applications. The illustrative masterplan sets out YCP's indicative scheme within these parameters. It is a plan of what the site could eventually look like. This will form part of the outline planning application and will be supported by a wide range of documentary evidence setting out such matters such as the environmental and transport impacts of the scheme.
34. Future detailed applications will be submitted for further site infrastructure works and individual plots/ phases of development and these will be assessed in the context of the outline planning application and the design guidelines. Any changes to these overarching documents would require a revised planning application to be submitted.
35. York Central is a unique opportunity at significant scale to transform this part of the City with new jobs, homes, community spaces and facilities which respond to the strong housing and economic growth ambitions of the City. The masterplan responds to this by setting out a mix of uses, with homes to

meet a range of needs and high quality commercial spaces that meet a need not provided elsewhere in the city which will create high paid employment opportunities and transform the York business offer.

36. This includes not only office space, but also smaller, more flexible work spaces, cafes, restaurants and a hotel clustered around a central commercial area, adjacent to the station, but with the potential to mix live and work spaces across the site. Complementing this will be community and potentially educational spaces which will enhance the city wide facilities and help integrate and unify existing and new communities.
37. The issue of housing on the site is a particular priority for the city. Given the city centre location and viability challenges York Central will be a comparatively high density development compared to the residential areas of York, with a greater number of apartments than houses. With a probable maximum residential height of 6 storeys this is not what we would traditionally think of as “high rise living” and the scheme must embrace the positive potential of an urban residential area in this sustainable location. Good design and careful planning will ensure that York Central provides excellent homes for a wide range of people, both young and old and including families.
38. Using international comparators of excellent community living and urban placemaking in cities such as Freiberg and Toronto, York Central can create “vertical villages” with well designed communal and green spaces, both within and outside buildings and supported by near-by community facilities.
39. The creation of the Great Park and public square will also create opportunities for recreation and culture, with the park providing a unique landscaped and wildlife environment with the Railway Museum’s steam train running alongside it. The Railway Museum itself will be enhanced, bridging the existing Leeman Road to enable them to tell the epic stories of how rail has changed the world, attracting significantly more visitors to the city.
40. It is proposed that Leeman Road will be diverted to facilitate the expansion of the NRM and new vehicular, pedestrian and cycle routes will be created to the west of the site from Water End, running through the site, alongside the Great Park, through to Marble Arch, with new connections through to the existing communities off Leeman Rd and Salisbury Terrace and permeability of the NRM for pedestrians during Museum opening hours. The stopping up and diversion of Leeman Rd will require a separate statutory process that will need to be undertaken by the Highways Authority that would accompany any future reserved matters application for the expansion of the NRM. This process requires detailed public consultation which would consider all the impacts upon road users.

41. The new spine road will remove a large volume of through traffic from the existing “island “ community on Leeman Rd, Salisbury Terrace, Garfield Terrace and Livingstone St and facilitate the expansion of the NRM.
42. The parameter plans prioritise pedestrian and cycle travel, creating safe routes through the site and improves connections to the surrounding network with improved access to public transport and the creation of a new Western entrance to the railway station. The site will take inspiration from its rail heritage but will also look to the future and ensure high quality digital infrastructure is part of the transformation of this regionally and nationally significant site.
43. The main elements of the scheme are :-
  - i. Between 2000 and 2500 homes with a minimum of 20% affordable housing
  - ii. Between 67k sqm and 113k sqm of commercial space or which between 44k sqm and 88k sqm will be grade A office space
  - iii. A Great Park of 3.5 ha
  - iv. 3.35ha of public space (additional to the great park) including 2 new public squares
  - v. 348 sq m of community space
  - vi. Between 2336 and 2407 parking spaces to serve the residential commercial spaces and the NRM and rail station with provision for car share facilities and electric car charging points
  - vii. Dedicated and segregated cycle and pedestrian route through the site west to east and north to south
  - viii. A new western entrance to the railway station providing a gateway to the site
  - ix. Bus routes for Park and Ride and local bus services
  - x. A new central gallery for the NRM with a steam train ride through the park and space for locomotives to be displayed in a new Museum Square
  - xi. A Western access road and statement bridge which aims to minimise impact upon the Millennium Green
  - xii. Improvements to the Marble Arch and Leeman Rd tunnel areas
44. Site constraints mean that the upper quantum of development referred to in (i) and (ii) above cannot be delivered at the site in conjunction with one another. The higher levels of residential space would require a lower level of commercial space and vice versa. The ranges are established to provide flexibility for the site to respond to prevailing market and other conditions over the lifetime of the development.
45. The residential and commercial floor space quanta referred to above are consistent with the Draft Local Plan submission for York Central. It should be

noted that the Local Plan red line boundary is larger than the YCP outline planning application red line boundary, and includes land to the east of the station and to the south of the teardrop site. There is the potential to develop further residential and commercial floor space in these areas in line with the Local Plan allocation.

46. The red line for the masterplan contains land to the north of Leeman Rd that is outside the ownership of the YCP partners. This is to ensure the potential for comprehensive development and to preclude piecemeal and incompatible development within the site.
47. YCP has developed an action plan that illustrates how the masterplan responds to the feedback from the comprehensive engagement and consultation. This is attached as part of Annex 3. The main changes that have been incorporated or will be developed are :-
  - i. A western access with a minimum impact upon Millennium Green
  - ii. Changes to the massing and roofscape of both the central business district and the southern edge of the site to ensure the site sits comfortably within the important historic setting and respects key views in and out of the site
  - iii. A less zoned approach to building uses
  - iv. Undertake further work to set the character and quality of local streets, and spaces
  - v. Undertake further work to identify a spectrum of spaces and places internal and external which could accommodate public activity at both ground and roof level.
  - vi. Development of a clear articulation of the different types of businesses that could be accommodated within the masterplan including opportunities for affordable business space
  - vii. Development of a clear sustainability strategy
48. Annex 4 sets out a series of parameter plans which outline
  - i. Site boundary
  - ii. The development zones – above and below ground
  - iii. Ground and upper floor uses
  - iv. Retained and demolished buildings
  - v. Development plots and building heights
  - vi. Open space
  - vii. Railway additions
  - viii. Access and circulation routes
  - ix. Existing and proposed site levels
49. An illustrative masterplan of a development scheme which conforms to these parameters is also provided, alongside development schedules.

50. Members are asked to endorse these plans and for this to form the basis of an outline planning application for the site, which will be submitted by Homes England & Network Rail. The following work will now be undertaken prior to a planning application being submitted in August 2018.

- Design Guidelines – these will set out the design criteria which will be applied to future reserved matters planning applications. This will include things such as the building typologies and appearance, the palate of materials, the preserved views, public space etc. This is a work in progress and will need to be signed off before the submission of the outline planning application. It is recommended that this is delegated to the leader and the deputy leader in a public decision session to prevent unnecessary delay in the submission of planning application.
- Completion of the Environmental Impact Assessment
- Completion of the detailed Transport Assessment
- Further detailed survey work on topography/drainage.
- Further engagement and detailed consultation upon the proposed alignment of the Western Access, landscape proposals for Millennium Green, and feedback of masterplan changes responding to earlier engagement.
- Further definition work as part of the action plan set out in Annex 3

### **Millennium Green**

51. In November Executive agreed to proceed with the YCP recommended western access alignment which enters the site from Water End but with the requirement to undertake further design work and assessment to mitigate the impact upon Leeman Road and Millennium Green(MG) and seek legal advice on the route to achieve this. The YCP provided a financial undertaking to the Trustees of the MG to enable them to consider their legal obligations. Detailed consultation has also taken place with the MGT Trustees and their views have informed the development of the road and bridge designs. This has given rise to a proposed landscaping approach for the MG, and a draft access road/ bridge design which has been positively received by both the MG Trustees and the YC Community Forum. Further public consultation will now follow when the proposed road alignment has been better defined.

52. Further legal review revealed that whilst CYC is able to repossess the small area of the Millennium Green land reserved under the terms of the lease (on condition that CYC uses reasonable endeavours to provide a suitable replacement parcel of similar size), the Trustees could not relinquish any further land without the agreement of the Charity Commission. The Charity Commission's determination would be based purely upon the terms of the Trust Deed and whether any land disposal would be 'compellingly in the best interests of the Trust's beneficiaries' not upon broader social or economic arguments. An offer of suitable replacement land and financial compensation could be considered in mitigation by the Charity Commission, but the process is lengthy and represents a significant risk to the project delivery programme timescales.
53. It may be possible to CPO the land required where there is a robust argument and it can be demonstrated that there are no other viable alternative routes onto the site. However, this could delay the vacant possession of the site and hence the construction of the bridge to March 2020.
54. Work has subsequently been undertaken to determine an alignment that avoids any highway construction on MG land other than on the reserved land. This design option only takes land reserved in the MG lease, but does necessitate the construction of a new bridge deck adjacent to the existing Severus Bridge for pedestrians and cycles, allowing the existing bridge deck to provide a wider carriageway to accommodate the junction into York Central.
55. This design option can accommodate a landscaped embankment that impinges onto MG, but where this work could be undertaken under a construction access licence and would not require the permission of the Charity Commission. The MG Trustees are able to grant such a licence, following consultation with local residents.
56. A full appraisal of the detail of each identified option together with, risks and costs will be carried out by the YCP legal and design teams to confirm the preferred route alignment to take forward into detailed design and the preparation of a full planning application.
57. This proposed alignment will be the subject of further community engagement and consultation which will be brought back to the Executive Member for Transport to agree the submission of the planning application

by September 2018. Work on site could still commence in early 2019, subject to all necessary consents being in place.

## **Viability Assessment**

58. Along side the masterplanning work YCP has also progressed proposals for ensuring the viability and delivery of the scheme. This work includes :-

- Detailed costings of enabling infrastructure
- Financial viability assessment work has been undertaken to inform and iterate the master plan and identify potential development values and residual land values.
- Financial modelling of potential future EZ income.
- Securing external Funding (grants and loans). This includes c£40m which has been provisionally secured from West Yorkshire Transport Fund, York and North Yorkshire Local Economic Partnership (LEP) Leeds City region LEP, the One Public Estate Programme and the Homes England to support the delivery of the project. A further grant of £57m Housing Infrastructure Funding is under second round consideration with a decision to be made from November 2018.

59. Without significant public sector funding support the scheme would not be economically viable and even with a potential for c£90m of grant funding the scheme still has a very modest financial return for landowners on the investment they have made and will need to make to bring the scheme forward. The final viability assessment will only be known when the infrastructure costs are finalised (with the definition of the Millennium Green route) and when decisions have been made regarding the HIF fund. The financial plan for the delivery of York Central that will underpin the York Central Partnership Agreement will be developed in the autumn and brought back to Executive before any further financial commitment is agreed.

## **Partnership Agreement**

60. The Memorandum of Understanding for the York Central Partnership is attached at Annex 5. This sets out a shared vision and a set of principles that will govern the delivery of the York Central site. Over the summer this will be developed into a legally binding agreement which will be signed when sufficient planning and funding certainty exists.

61. There is high level commitment in all partner organisations to bringing the York Central scheme forward. No decision has yet been taken about the land within York Central owned by the council. This will be considered as part of the future report on the Partnership Agreement.



## Timetable

62. The indicative timetable for the project is set out below

Access consultation	June-July 2018
Early Contractor input into detail design for planning	June 2018
Sign YCP Memorandum of Understanding	August 2018
Submission of Outline planning application	Aug 2018
Submission of detailed planning application for road and bridge	Sept 18
Sign YCP Partnership Agreement	From Nov 18
Detailed RIBA stage 4 design for construction of access road and bridge commences	Nov 2018
Determination of Outline Planning Applications	Jan 2019
Determination of detailed road Planning Applications	Feb 2019
Phase 1 infrastructure (inc bridge and road) construction commences	April/May 2019
Phase 1 infrastructure (inc bridge and road) complete	March 2021

## Funding

63. Network Rail has already spent £4.4m on land assembly and rail clearance. Homes England has committed £18.9m towards land assembly and has contributed a further £200k towards the planning costs of the site. Though some of this investment is backed by asset acquisitions these will not be realised unless the scheme is developed out so are “at risk” at this stage.

64. In December 2013 Members agreed to earmark £10m towards the delivery of York Central. Currently £5,338k has been released to support technical work, masterplan development through to planning, land acquisition costs and site preparation works. There have also been other grant contributions from WYTF, Homes England, One Public Estate, Leeds City Region LEP and DCLG Enterprise Zone funding. These combine to total £7,459k shown in the table below:

	£'000	£'000
--	-------	-------

CYC – (£10m Allocation)		
Land purchase approval	1,014	
NRM Masterplan contribution	200	
Other Approvals	<u>4,124</u>	
Total CYC		5,338
WYTF Contribution		947
OPE Grant		250
Homes England Grants		689
LCR LEP Grant		200
DCLG EZ		35
<b>Total Funding Available</b>		<b>7,459</b>

Table x York Central Funding

65. Actual expenditure to 31<sup>st</sup> March 2018 and forecast

	Expend £'000
2015/16	112
2016/17	1,565
2017/18	2,197
Estimate 2018/19	3,585
<b>Total</b>	<b>7,459</b>

Table y York Central Expenditure

66. There is a risk that should the scheme ultimately not be delivered that an element of these costs would be classed as abortive and need to be written off back to revenue. The estimated liability would total £3,324k.
67. CYC have progressed through to the next stage of the MHCLG Housing Infrastructure Funding process with a £57m capital grant bid to support the delivery of the project. The next stage is to undertake a green book based appraisal of the bid, working with the dedicated Homes England HIF team to co-develop a final proposal. This will be submitted by September 2018 at the earliest with an associated decision on funding from November 2018 at the earliest. HIF is an important part of the overall funding for the infrastructure and will fundamentally shape the final partnership agreement.
68. The NRM have spent £1.14m on the masterplanning of their museum development scheme supported by a CYC grant of £200k and they continue to fundraise. As an important cultural anchor they will continue to help shape the overall scheme and integrate their plans with the development of York Central but their role differs from the major land owners NR and Homes England and from the Council as the custodian for a new part of the city and an enabler of the future scheme. As a Charitable organisation, NRM cannot undertake any development activity on non-Museum land, so NRM will not

share in either the York Central development costs or receipts. The NRM have disposed of their surplus land assets to the Homes England in order to integrate them into the overall scheme and facilitate the early phases of their £50m development plans.

69. The NRM learned recently that its earlier HLF application is not going to be supported by HLF in the current funding round. But Science Museum Group (SMG), as the owner/ operator of the NRM, is still committed to delivering NRM Masterplan as the number one SMG priority. The HLF bid focussed on the refurbishment of the Great Hall rather than on the proposed new Central Gallery or the areas of the Museum that open out into York Central and will be essential parts of the new neighbourhood. The NRM have therefore refocused and re-sequenced their plans to deliver their Wonderlab (to give the transformational change) and South Yard first, whilst working up the Central Gallery for delivery (these were not part of HLF funding). They also intend re-refresh the Great Hall in the next 18 months. The focus will be on the areas that are seen and are part of the new neighbourhood and so will give a better look to the museum.

## **Council Plan**

70. The project will assist in the creation of a Prosperous City for All, and be a Council that listens to residents particularly by ensuring that :
- i. Everyone who lives in the city can enjoy its unique heritage and range of facilities.
  - ii. Residents can access affordable homes while the greenbelt and unique character of the city is protected.
  - iii. Visitors, businesses and residents are impressed with the quality of our city.
  - iv. Local businesses can thrive.
  - v. Efficient and affordable transport links enable residents and businesses to access key services and opportunities.
  - vi. Environmental Sustainability underpins everything we do.
  - vii. We are entrepreneurial, by making the most of commercial activities.
  - viii. Engage with our communities, listening to their views and taking them into account.

## **Implications**

71. **Financial** - Financial implications are set out at paras 63- 69 above

**Human Resources (HR)** – none

**Equalities** – Exploration of community impacts was an integral part of the Festival of York Central. A full One Planet York assessment is attached at Annex 6.

**Legal** – CYC has a wide variety of statutory powers available to it in order to carry out its proposed obligations under the envisaged York Central Partnership Agreement. CYC will of course need to ensure that it complies with all relevant legal restrictions and duties, including in relation to procurement such as the Public Contracts Regulations and State Aid requirements.

**Information Technology (IT)** - There are no IT implications.

**Crime and Disorder** - The detail design of any future scheme will require detail consideration of crime and disorder implications and there will be structured input from the Police Architectural Liaison Officer

**Property** – All property implications are covered in the report

## **Risk Management**

72. The project is complex and high risk and until the scheme receives planning consent and a partnership agreement is formalised all investment from all parties is at risk. The EZ facilitates up front borrowing which would be repaid by future retained business rates and there is an inherent risk that the income is not generated or is slower to accrue. The partnership agreement therefore needs to identify how partners share this risk and ensure that the development of the scheme continues to focus on the delivery of business space. The project has multiple partners and funders and stakeholder management is essential to continue momentum and gain commitment to the scheme.
73. The primary risk is the potential breakdown of the delivery partnership between the partners with a consequent failure to unlock the site. This has been addressed by the establishment of a working group, project board and escalation procedures thus ensuring senior level collaboration across all the public sectors partners. It is expected that these will be embedded within the terms of a proposed partnership agreement.
74. This report does not seek any further financial commitment until the partnership agreement is agreed and the planning permission determined so the financial risk as is reported in March 18. If the scheme does not go ahead there is the risk that the cost of the development to date may not be fully recovered.
75. Costs spent on land acquisition would be recoverable but the costs of preparing a masterplan and planning applications without a partnership agreement in place are at risk and can only be mitigated by finalising a partnership.

76. Failure to obtain the necessary regulatory approvals to dispose of land on the site for development or to clear operational railway uses from the site is another significant risk – this would prevent the development of the site in whole or part. Mitigation plans to date include the acquisition and extinguishment of long-term rail industry leases on the site by Network Rail and development of a strategy that identifies relocation sites for the rail uses. In addition, a rail land use strategy for York is being taken forward and it is believed this meets operator needs and Network Rail's planned capacity improvement schemes. This issue is being mitigated by Network Rail prior to any infrastructure investment with a clear commitment under the proposed partnership agreement to remove rail uses from the site within a phasing plan to enable site development.
77. An obvious risk is of failure to secure planning permission – this is being mitigated by early engagement with CYC as local planning authority in the ongoing development plans and engagement of stakeholders and local communities at both concept stage and as detailed plans emerge.
78. There is a risk that the scheme may not attract development market interest or new occupiers. This risk has been mitigated by the proposed approach to infrastructure delivery, and further evidence gathering from our appointed advisors. In addition, the development of a delivery and marketing strategy and the award of EZ status will incentivise early business occupation.
79. There is a risk that CYC may not secure equity investment towards some of the costs of the enabling infrastructure. However, this will be mitigated by the EZ status and access to borrowing this brings. It will also be mitigated by early sign off of funding from Homes England and a comprehensive gateway process for release of West Yorkshire Transport Funds (WYTF).
80. The need to use Millennium Green land represents a risk to delivery where the release of land from the very specific purposes of lease to the Trust could be difficult to achieve. A revised alignment and design is being progressed to mitigate this risk.
81. A full risk register has been developed by the YCP and is regularly reviewed by the project board as the project progresses.

## Contact Details

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### Chief Officer Responsible for the report:

Neil Ferris – Corporate Director of  
Economy and Place

Report  
approved



Date

12/6/18

### Specialist Implications Officer(s)

Financial – Patrick Looker  
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Assistant Director Legal and Governance  
Tel No. 551004

**Wards Affected:** Holgate, Micklegate

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

### Annexes

Annex 1 – Map of site

Annex 2 – My York Central consultation feedback

Annex 3 – Continuing the conversation – Outcomes of the Festival of York  
Central consultation

Annex 4 – York Central Parameters Plans Pack

Annex 5 - York Central Memorandum of Understanding

Annex 6 – One Planet York assessment

### Background Papers:

Consultation material for the Festival of York Central – available online at  
<http://www.yorkcentral.info/engagement/>

### List of Abbreviations

CYC - City of York Council

ECML - East Coast Main Line

EIA - Environmental Impact Assessment

EZ – Enterprise Zone

FAL - Freight Avoiding Lines

GEA – Gross External Area

HLF – Heritage Lottery Fund

HIF - Housing Infrastructure Fund

LCR - Leeds City Region

LEP - Local Economic Partnership

LGBTQ – Lesbian Gay Bisexual Transexual and Queer

MGT - Millennium Green Trust

MHCLG –Ministry of Housing Communities and Local Government

NRM - National Railway Museum

SUDS - Sustainable Urban Drainage Systems

WYTF – West Yorkshire Transport Fund

YC - York Central

YCCF - York Central Community Forum

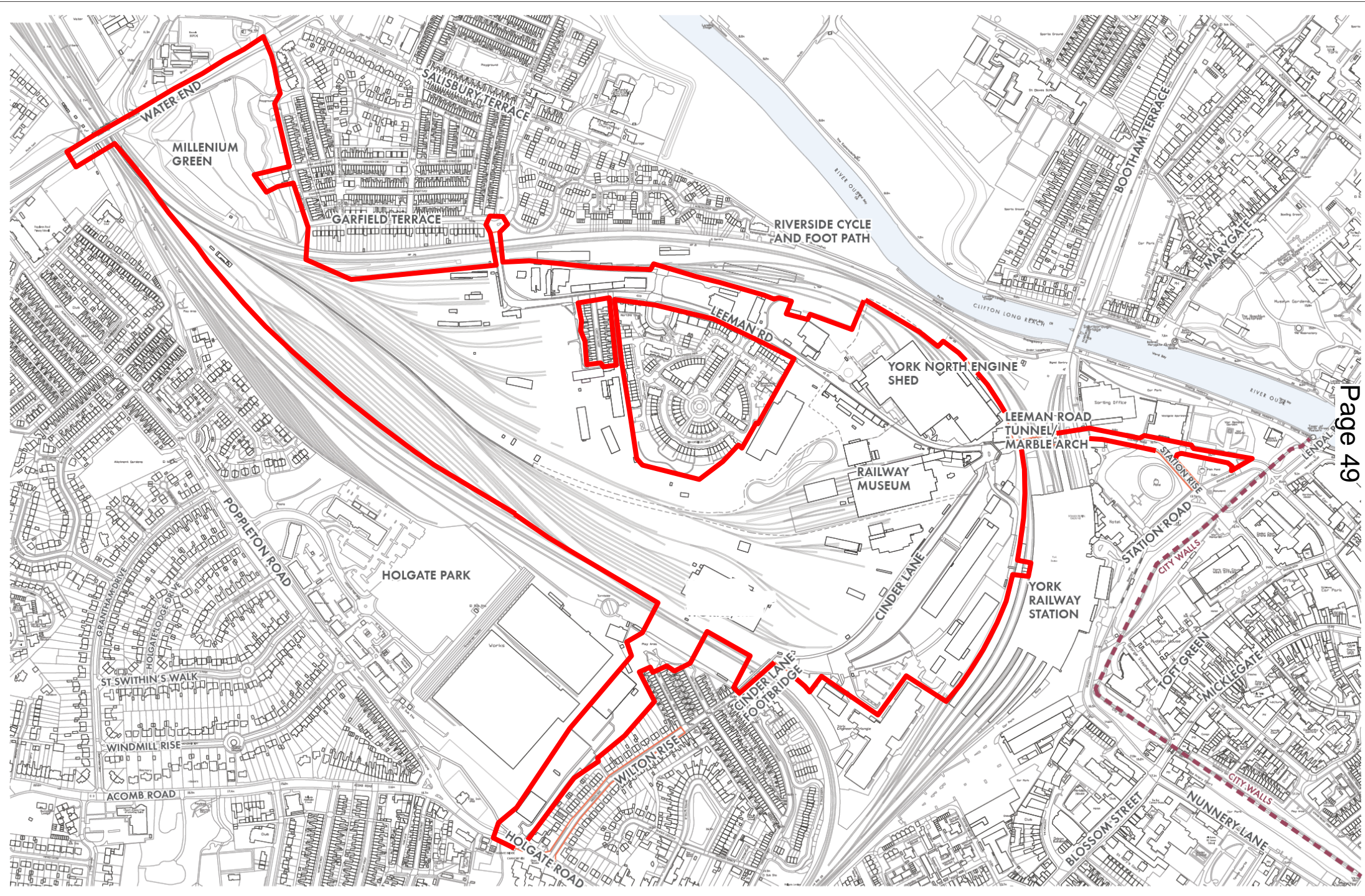
YCP - York Central Partnership

YNYERLEP - York North Yorkshire and East Riding Local Enterprise Partnership

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# Annex 1: Outline Planning Application Site Boundary





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# My York Central

Big Ideas & Principles from the community engagement process

Festival of York Central March/April 2018

My Future York | [www.myyorkcentral.org](http://www.myyorkcentral.org)

# My York Central

More than 3,500 Post-Its, all tagged on Flickr

Almost 2,000 of these on the boards at the exhibition

About 40 workshops / walks / rides / talks + Q&A's

And 6 film screenings / discussions...

# 1. Homes for living, not investment

York Central should address York's housing inequalities, make a mixed community and build homes not holiday lets.





# 2. Exploit the benefits of high density

High density should bring walkable access to shops, gyms, culture, entertainment, public transport and incredible roof top views. Identify these benefits collaboratively and design for them.

'Stretch your eyes more - views, level, variety'	ADAPTABLE FOR DIFFERENT USES	TALL BUILDINGS - BREAK SOME RULES	NON-MUNICIPAL PUBLIC SPACE	"THOU SHALT NOT LOOK FORWARD"	WALKABILITY SCALE MIX
BEST THINGS SHOULD BE AT THE EDGES	THE HERITAGE OPPORTUNITY IN YC FOR THE HERITAGE NOT TO DOMINATE SO MANY DESIGN DECISIONS... & EMOTIONS?	TRANSPORT OPPORTUNITY TO CREATE EXEMPLARY TRANSPORT SYSTEM IN YC - THAT IS THEN EXTENDED THE REST OF THE CITY OVER TIME.	USE THE ENTRANCES - MAKE THEM TANTALISING	SPACES LIKE IN THE COMMERCIAL AREA BUT IN THE TOWNSHIPS	Busy Rd: size of unit / pavement size / resilience & slope close
WIDE VIEW - OPPORTUNITY AT YC TO 'BREAK THE MOULD' & BE COUNTERPARTY - BUT USING CORE PRINCIPLES THAT MAKE OUR OLDER PLACES WORK (EG. BUSY ROAD)	Small grain - allows for growth & change	Busy Rd: 'everything you need is there'	'In York Central need to break rules'	Busy Rd: Adaptable space - things can't be seen	Busy Rd: 'Places to meet there'
THINK VILLAGES! (Scale & village in city)	GRAIN allows for growth & change	No BALL GAMES SIGNS! (not play fl)	Difference betw Nunny Lane + Busy Rd - pavement size	How to deal with different uses? Quiet & reflective v. active & playful	Not liveable! Traffic / not playing out
A MODERN TOWN BACK TO VILLAGES THE ANSWER	Make a village of different spaces	'Tantalising' entrances + bits of site	Iconic structure at the park at the Water End entrance to the site - Figure (angel of York) - structure - viewing tower - tantalising feature	Mit-Useful spaces (living + work)	BEST IDEAS IN PUBLIC REALM
Mixing of public + private space	Should have water - still + mixing	Maintenance - The need for a space to be looked after and loved.	Take features of the entry points to the York Central area. Make a feature of the cultural Holywell Beck	Cycle Routes through and round the area could link to existing routes - especially on the meirid Take advantage of proposed near Scarborough cycle bridge.	Cycle Routes through and round the area could link to existing routes - especially on the meirid Take advantage of proposed near Scarborough cycle bridge.

# 3. Build in low running costs through high standards:

Link low fuel bills and environmental sustainability through high building standards.

The collage features several handwritten notes on sticky papers:

- Involvement:** "Involve Stockholm Environment Institute in building design Passivhaus" (Alan Jones)
- Energy Performance:** "ENERGY PERFORMANCE OF EXISTING HOUSING"
- Access:** "Little access – concerned about future strain on roads and wants safe routes for walking. Amenities are important – bigger than small corner shops but still suitable for community. Need to be local to help people who do not have cars and need to do big weekly shop. Homes need to be affordable. They are a non-car family and are concerned about their carbon footprint."
- Carbon Footprint:** "All buildings should be built to be zero carbon"
- Sustainability:** "SUSTAINABLE ECO BUILDINGS - AFFORDABLE - ACCESSIBLE - LOCAL SERVICES - WALKING?"
- Energy Efficiency:** "How will transport be affected, environmentally friendly and economical?"
- Green Space:** "Invest in Green space NOT building and CO2 producing things"
- Carbon Footprint:** "Building offices would create an absolutely massive carbon footprint when you could develop businesses"
- Local Amenities:** "eco homes like renoworthome / esbaldwich"
- Energy Performance:** "How will transport be affected, environmentally friendly and economical?"
- Energy Performance:** "Paper based partition with electric heating - transport carbon footprint - carbon footprint"
- Energy Performance:** "Passive, sustainable buildings: FREELY EXISTENT ONLY IN PASSIVE HOUSES, 'Sustainable' is just a word"
- Energy Performance:** "Let us liquidize's energy usage system"
- Energy Performance:** "Q Will the masterplan consider low carbon development and the provision of renewable energy on site to meet the present and future needs arising from changing climate, extreme environment conditions (shade/ cooling)? Prime opportunity for innovative solutions fit for 21st century, e.g. renewable energy/ NRM solar roof."
- Energy Performance:** "A The masterplan looks at flood risk assessment and levels. Landscape architects Gustafson & Porter are looking at flood management/retention on site - SUDS back into river/ Holgate Beck, liaising with the Environment Agency and other specialists. Building regulations and Local plan policies with regard to sustainability and energy will be met, but we are not at stage to determine other energy sources. Early exploration of these elements is underway for the Sustainability Statement which will form part of the planning submission. Looking at low levels of parking for private use, and promoting cycle/ pedestrian movement – work in progress, but there are some more details in the exhibition."

The Twitter thread includes the following tweets:

- Caroline Lewis @singingfoodie** (39m): Replying to @PhilBixby and 2 others: Absolutely. Referencing the railway architecture would be challenging but could make for really interested buildings instead of bland boxes.
- Phil Bixby @PhilBixby** (1h): Replying to @greenbeltsal and 2 others: Interesting - can understand heritage concern, but would be good to identify modern (sustainable) buildings which enhance historic settings.
- Arcticfox @greenbeltsal** (1h): Replying to @singingfoodie and @MyYorkCentral: Love the #zerocarbon but not so sure about the buildings 4 #York
- Kate Lock @KlockworksKate** (18h): This is the kind of innovative thinking we need for #YorkCentral @MyYorkCentral @ArupGroup @CityofYork @YorkGreens passivehouseplus.ie/magazin...
- Caroline Lewis @singingfoodie** (27s): Replying to @MyYorkCentral: - what is the likelihood of making York Central essential traffic only? Car Free housing and parking for businesses on outskirts of scheme would solve a lot of the traffic problems. @YorkCycle



# 4. People, not cars

Whether people love and rely on their cars or want to see a car free York, there is one shared point of agreement: that York Central cannot add 2500+ more cars to York's roads. York Central should provide liveable streets and safe neighbourhoods for children to grow up, keep cars to the periphery, plan for quick and reliable public transport and prioritise direct routes for those on foot, bikes and with mobility aids.



# 5. Beyond zoning

Work is changing. Work and life are often no longer zoned into 9am-5pm so why should our cities be? Plan for creative vibrant urban space by mixing up work, living and cultural buildings and spaces.

**Prefer access of new cycle bridge at Chancery Rise – a better bridge with a smooth approach to allow easy access for cyclists and mothers with push chairs.**  
**Concerned about having to pay £100 to stop people from taking free parking in their area and walking into town**  
**Got to be a mixed development, with a park as a key element of it**

**Restaurants would be ideal for visitors**

Read towns and cities have ground floor businesses and being above them – so the place doesn't feel deserted @ evenings / weekends after work finishes

This is rolling in the parks to justify all the people being here.

This area will never get used. Not enough residents fail not to be an open desert.

Although this looks nice, the square is very open and barren. Will people really utilise the space & the openness creates a windy and unsheltered environment with nothing to watch or keep you interested

**MORE AFFORDABLE SPACES FOR CIVIC + WORKING**

Promising but needs to be a flexible urban space (no concrete or difficult walls)

Food, drink, retail + 'culture' mixed with housing

Encourage mix of uses

Encourage mixed-use spaces

More mix of housing work spaces

More community educational use in square park area and commercial space

MARKET  
What mix? does mkt. want to deliver.

KEEP 'JUBA' HIGHLY FLEXIBLE AT THIS STAGE

Is separation of commercial from housing possible? – Some Jacobs' work in the 1960s suggests not. How about more of a mix? Issue about commercial or office users.

Why mix work spaces from residential? Mix them up for vibrancy 24/7

**4. Expanded Metro**  
Creation of a new York Central's drive

**5. Commercial district**  
New workspace and retail uses at 1st & 2nd floors of the city's complementary office buildings in the city

**Boulevard**  
Connection for pedestrian from The Great Park to the

Homes: York Central is going to have new housing for York. What would the housing need to be like to tempt you to move onto York Central? (Prompts: affordable to rent, to buy, good community, good views, green space?)

Movement: How do you currently get around York and beyond (to work, to see family, to shop) and how would you like to get around in the future? How might York Central help you get around better? (Prompts: Walking? Cycling? Buses? Cars? and Traffic?)

Activities and public space: What would draw you to spend time in the new area of York Central? Imagine you're walking down a street on York Central in the future, who is there? What is happening? (Prompts: green space, kids playing out, people meeting and chatting, shops, events, work?)

Community: You live so close to this new area. How can we make use of the communities of the island? How can we be well connected and integrated with the new communities on the York Central site? (Prompts: connections between, good shared facilities?)

NEED FOR FAMILY HOMES BUT ALSO KEY TO HAVE A MIX AND SPREAD OF DIFFERENT TYPES OF HOME.

RIGHT TO PROMOTE CYCLING BUT THE DEVELOPMENT NEEDS TO BE REALISTIC ABOUT CAR USAGE.

PARKS / GREEN SPACE.

IMPORTANT TO HAVE SHOPS FOR LOCALS TO USE.

Housing: mix of housing / 2,3,4 and 4+ bedroom homes / need a socioeconomic mix

Movement: Safer links to get in and out of York city centre. Work out way to get it over "bank" if route through the NRM is not available.

Mix of use to encourage crossover of community housing

Key workers Mix of types & sizes community faith facilities shops etc. Doctors health centres bus routes

Mix-use spaces (living + work)

How do we make it essential that it is a mixed community – not just houses!

How do we stop this from just being a hot air house?

WE NEED MIXED USE SPACES – SOCIAL, SHOP, GP, GREEN, WORK



# 6. A community made through exchange

York has enormous wealth, socially, culturally and financially. Use York Central to build a community that can build links between people to address inequalities through sharing and exchange.



# 7. A hub that catalyses York's creativity and innovation

Amazing things are happening in York from media, science and technology and heritage. Develop a showcase and learning hub that challenges perceptions and fuels new ideas and networks.

RAILWAY IS UNIQUE TO YORK CENTRAL	CONSIDER HOW TO BRING THIS NEW COMMUNITY TOGETHER.	CAN WE USE ART TO KEEP ALIVE THE STORIES OF YORK BRUNNEN? E.g. Phoenix & Phoenix Foundry.	Cultural Industries on site	THINK BIG - BE BRAVE!	DO NOT THINK OF THIS AS A 'CULTURE' PROJECT. IT'S ABOUT THE PEOPLE WHO ARE INVOLVED IN IT.
ARE THE BUILDINGS BEING THOUGHT OF AS 'CULTURE'?	ARE THE BUILDINGS BEING THOUGHT OF AS 'CULTURE'?	interactive & inclusive	REMEMBER: disabled people young families UNDER 5 Give them access & opportunity Levels & enclosed spaces.	COMBINE PAST (HERITAGE) WITH FUTURE (DIAGNOSIS)	MULTICULTURAL OPPORTUNITIES: many people in York speak other languages Belief
Involve <u>all</u> cultures, ethnicity.	High line (Now you) Maypole Mass Graffiti	FROM PLANS TO ACTUALITY • ENSURING CULTURAL PLANS IS IMPLEMENTED!	ARTISTIC INTERVENTIONS • HISTORY... • PERFORMANCE • OBJECTS	OWNERSHIP OF BUILDINGS FOR CULTURAL WELL-BEING	PROTOTYPE CENTRE?
CAN CIVIL INDUSTRIAL BUILDINGS FIND NEW MANAGED MEANWHILE USES BY CREATIVE SECTORS?	Hub for creatives to meet - part of the blocks	USE THE ENTRANCES - MAKE THEM FANTASISING	Space for small unique businesses - creatives etc.	ATTENT STUDENT TO STAY IN YORK AND BUILD UP A CREATIVE CULTURE.	ARTISTS STUDIOS
Should we create a 'creative' business hub?	Is there a consideration for creative space (some accommodation for artists)?	WHAT SPACES WILL THERE BE FOR ARTISTS & CREATIVE BUSINESSES?	CAN ALL THIS NEW SPACE HELP WITH SPACE (cheap space for ARTISTS?)	You want to create opportunity for businesses ie start ups / tech companies (outside of London) that are not in the leisure sector job.	Creative Industries - The North doesn't have enough of an 'arts' scene - York has the youth of today from the studios. - Keep that culture, bring more arts! Please!
Will those plans provide work spaces and studios for the emerging industries such as the creative industries?					
Councillors' questions and visions					



# 8. Public spaces that enable people to be collectively creative

Design indoor and outdoor public space and forms of collaborative governance that enable communities to take ownership and to cultivate lots of different activities.

**Use**  
York Cultural Consortium & York a large to maximise use of art & culture to promote health & well-being

**SPACE FOR NEW IDEAS - MUSEUM / ED FRIENDLY**

**USE**  
York Cultural Consortium & York a large to maximise use of art & culture to promote health & well-being

**... DRIVE NEW CONNECTIONS BETWEEN OLD + NEW?**

**CAN SUBSIDISING (COSTS + POTENTIAL) COMMUNITY FACILITIES PRODUCE SITE...**

**Public space should not be filled with commercial purposes (cafes, shops) should be art + cultural led. True community space bringing people together.**

**multi-purpose use**  
eg. Parliament Street Xmas Markets  
- markets  
- events  
- moms dancing

**We're a UNESCO City of Media Arts - do something with it!**

**films being shown in public places?**  
↳ museum gardens  
↓ all ages  
pay for food, but free entry

**more public music + events (films, shows etc)**

**UNESCO media City → do something to celebrate it (like cities of culture)**

**Public space should not be filled with commercial purposes (cafes, shops) should be art + cultural led. True community space bringing people together.**

**Will there be spaces for music and socialising other than pubs/bars?**

**public + site events.**

**Art along length of rail**  
eg. High Line Berlin Wall  
Cultural Pockets along length

**meet friends there in a cafe with interesting view/features**

**enjoy outdoor arts & performance**

**hear music**

**Public sculpture? art? theatre?**

**a wheel?**

**Scope for a conference facility?**

**DOES YORK CENTRAL PLAY A ROLE IN W.Y.C.A. PLAN FOR CULTURAL 'INFRASTRUCTURE'?**

**What public space for art will there be? Eg Gallery?**

**WHAT IS ADDED TO EG. NCM/YTR/YAT AUDIENCE BY YORK CENTRAL!**

**Could there be temporary exhibition space - like the Y&E Print?**

**WHAT IS ARTS & CULTURE IS BEING PLANNED FOR YORK CENTRAL - IN ADDITION TO THE NET?**

**Could commercial space include arts exhibition space (gallery, theatre, etc.)?**

**IS 'performance' space being looked at historically with Creative Gateway?**

**CAN ALL THIS NEW SPACE HELP WITH SPACE (CHEAP) SPACE FOR ARTISTS?**

**WHAT CULTURAL FACILITIES WILL BE THERE? ADDITIONAL TO NCM?**

**WHAT NEW THINGS / CULTURE WILL GO THERE?**

**Agree NCM expansion, growth visitor attractions. Build on international reputation.**

**SPACE CAN BE "EVENT FRIENDLY" (NOT DESIGNED FOR SPECIFIC EVENTS)**

**Are there any "art + culture" spaces?**

**Creative Industries - The North doesn't have enough of an arts scene - York has the most of them from the Midlands - can't that culture bring more arts? Please!**

**"I come into town for the culture - I've been to the Library, done some sketching, I'm off to City Screen now. Shops don't bring me in".**

**YCP Pop-Up No.3 - St.Helen's Square**

**"There's a theatre group that does stuff in all sorts of venues around York. That's what brings the place to life".**

**YCP Pop-Up No.3 - St.Helen's Square**

**"City Screen is fabulous - the choice, the screenings from theatre and opera, the other events".**

**YCP Pop-Up No.3 - St.Helen's Square**

# Key Principles

These are principles that were so central to the public engagement response that they should underpin all future thinking on the proposals.

# 1. Ongoing community engagement

For broad and open ongoing community engagement with the development process. The broad and open approach should also shape as far as possible the process of statutory approvals.

## 2. Identify issues and co-design solutions

For community engagement to be based upon a continuity of conversation which allows for consideration of options, viability issues and creative design – in short a “grown-up conversation” where there is an invitation both to identify issues and to co-design solutions.



# 3. Shaped by future aspirations not current norms

For the development on York Central to be bold and innovative, shaped by hopes and expectations for future urban living rather than current norms.

## 4. York Central as a lever for city-wide change

For the development to be a lever for change across the city as a whole and to move forward in parallel with review and implementation of a widely-supported local plan.

## 5. A social contract for York Central

For York Central to be developed in ways which spreads benefit, is underpinned up the city's human rights ethos and is used to creatively address inequalities.

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Annex 3: Continuing the Conversation – Outcomes of the Festival of York  
Central Consultation

# York Central Masterplan

## Continuing the Conversation

**DRAFT, REV D**

**Outcomes from Stage 3  
Festival of York Central**

May 2018

Allies and Morrison

This draft report summarises the outcomes from the stage 3 consultation carried out on the planning application for York Central. This report is a draft work-in-progress document and will ultimately be replaced by a more comprehensive Statement of Community Involvement.

## CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
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# 1 Introduction

# 1.1 Project Overview

## Introduction

York Central is one of the largest brownfield regeneration sites in England with some parts of the railway-locked area restricted to rail uses for more than 150 years. The site offers the opportunity to create a series of new city centre residential and business neighbourhoods including a high-quality commercial quarter with improved access to the city's railway station. York Central has an important role to play in delivering a significant proportion of the overall growth of the city as set out in the emerging Local Plan. The site has been designated as a UK Government 'Housing Zone' and has also been awarded 'Enterprise Zone' status which offers commercial occupiers significant incentives.

York Central's Enterprise Zone designation will allow for retention of 100% of business rates uplift to 2042, providing a potential funding mechanism for critical infrastructure. Early occupiers will also be able to directly benefit from rate relief incentives up to 2027. The Housing Zone designation for York Central has helped York Central Partnership to access funds to help to accelerate the delivery of homes.

## York Central Partnership (YCP)

York Central is being brought forward through partnership working between Homes England, Network Rail, the City of York Council and the National Railway Museum (the Museum). Bringing together funding streams to support the delivery of infrastructure and land assembly, the partners are working collaboratively to support the development of York Central.

## Summary of the scheme

For the purposes of the stage 3 exhibition, the emerging masterplan proposed the following key elements:

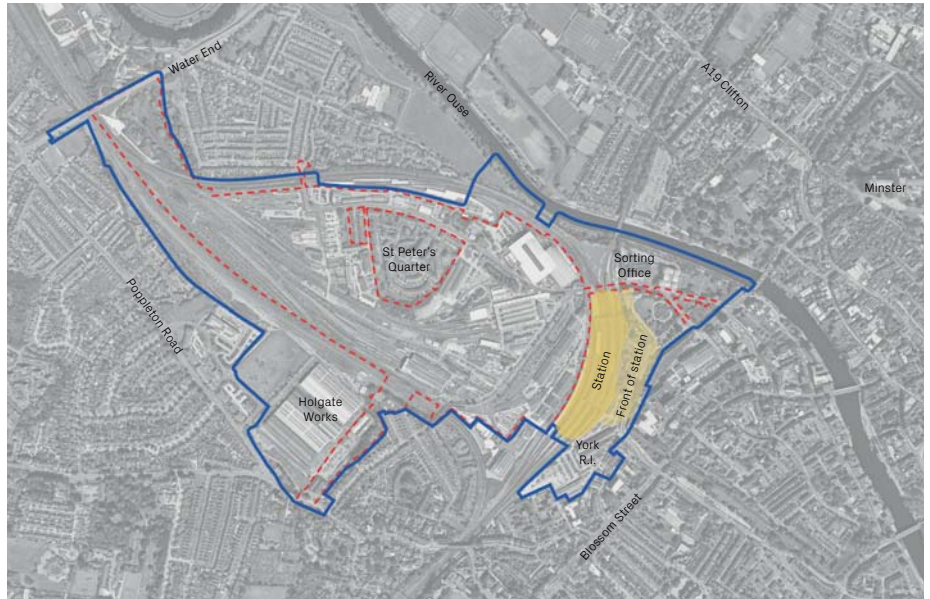
- **Up to 2,500 new homes** including 20% affordable provision and a range of housing which caters for people at all stages of life.
  - **Up to 100,000 square metres** of commercial floorspace including significant provision of new offices for the city as well as smaller, flexible workspaces for smaller businesses and other uses including hotels, a number of shops, bars and cafés to cater for the new and existing residents and workers, with spaces for creative activities.
  - **A new western entrance to the station and concourse** to provide access to and development of the York Central site and to support the future expansion of rail services through the station.
  - **The expansion of the National Railway Museum** to deliver an exciting and ambitious masterplan to tell the epic stories of the impact of railways on the world and their role in shaping the future.
  - **A major new park and new public square** which will be high quality open spaces for the use by residents, workers, visitors and the wider York community.
  - **The potential for new community and educational facilities** across the site for the benefit of existing and future residents.
- A new western access road into the site supported by a series of improved pedestrian and cycle connections to surrounding communities and the city centre prioritising sustainable means of travel.
  - **Positive statements of the historic identity** of the site itself, and the wider townscape setting and character of York.

# 1.2 Purpose of the report and status

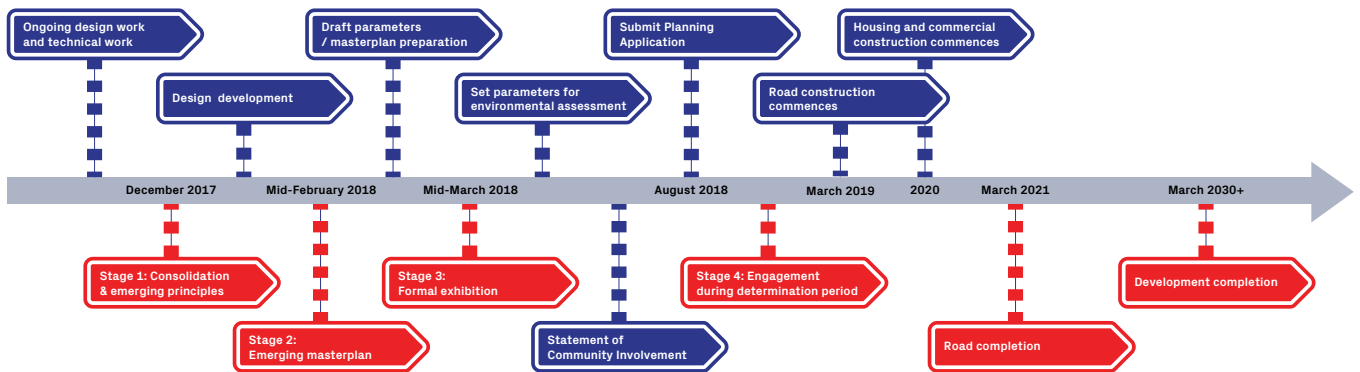
“Continuing the conversation” is an informal report which summarises the feedback arising from the stage 3 consultation exercise, the Festival of York Central. It provides a summary of feedback received from the various consultation workstreams and identifies the proposed responses, outcomes and recommended actions moving forwards.

The report should be used as a tool to inform discussion, contributing to a shared understanding of the direction of travel as YCP moves from consultation on the emerging masterplan to the submission of a planning application in August 2018.

It is important to note that the process of preparing the masterplan and planning application is ongoing. In that context, the report should be understood as a stepping stone towards the preparation of the full Statement of Community Involvement (SCI) which will ultimately supersede this report.



Emerging masterplan boundary (dashed red) and draft site allocation boundary (blue)



Timescales and overarching project timetable

## 1.3 Structure of the report

Following the introduction, the report is structured as follows:

- **Scene setting** (chapter 2): overview of the planning application engagement strategy, purpose of the stage 3 engagement process, summary of engagement undertaken, overview of current workstreams and a framework for categorising feedback and responses.
- **Summary of feedback and responses** (chapter 3): summary of topics and overview of feedback and responses associated with each including the vision, movement, landscape and environment, design and heritage and land uses.
- **Action plan and recommendations** (chapter 4): summary of key actions and recommendations for future engagement at stage 4 in advance of the submission of the planning applications.

## 2 Setting the scene

# 2.1 Planning application engagement strategy

Hearing the views of stakeholders and the community is really important to York Central Partnership (YCP). YCP is committed to an ongoing conversation about the emerging masterplan with local residents, workers and visitors. Our approach to engagement has been guided by key principles that you helped to shape and which are vital to achieve a successful scheme.

### Principles for engagement

York Central has six key principles for engagement:

1. Establish trust in the process and the project.
2. Transparency as a default.
3. Sensitivity in building relationships and providing consistency.
4. Clarity on processes & stages of engagement, what is discussed, when and how it informs the design.
5. Clear communications which are accessible and appropriate.
6. Interesting formats to encourage people to participate.

### Stages of engagement

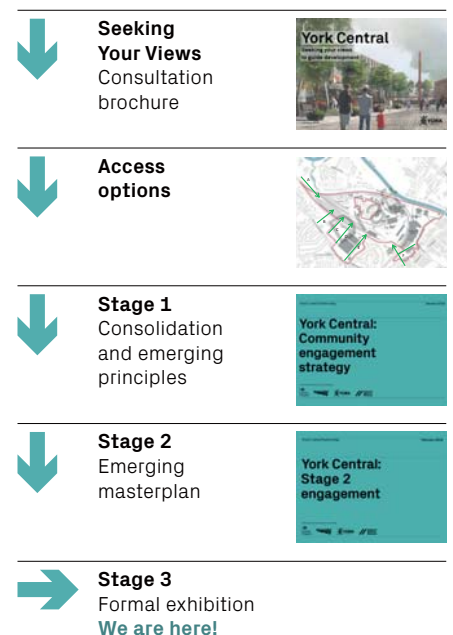
In 2016, we sought your views on the emerging proposals for York Central through a range of events and exhibitions. We received 1,224 consultation responses which were analysed and the key points were fed into the emerging master planning process. In 2017, we sought your views on different access options for the site. 644 people attended drop-in events and we received 619 responses. Since late 2017, we have been developing the emerging masterplan through our Stage 1 and Stage 2 engagement activities as follows:

- **Stage 1** - we met with local groups and organisations and held three public pop-up events to hear your thoughts on the emerging principles for the York Central masterplan.
- **Stage 2** - we held a series of workshops with members of the community to discuss key themes for the emerging York Central masterplan. The workshops allowed us to explore issues raised in Stage 1 in greater detail which has helped us to progress key elements of the masterplan.
- **Stage 3** (completed in May 2018) – a comprehensive process involving an exhibition and dedicated website, as well as a series of events and activities to promote deeper understanding and engagement.

### Purpose of stage 3 engagement

Following a focused and intensive period of design work, technical studies and engagement with local people over the past six months, YCP identified five main objectives for the stage 3 engagement:

1. Provide a clear overview of how the emerging masterplan is evolving.
2. Hear your views on the overall approach, vision and key principles.
3. Understand your thoughts on more specific elements of the proposals including site access and open spaces.
4. Deepen the level of involvement and understanding of the site through conversation and dialogue to enable long term community involvement in the site as it evolves.
5. Enable a masterplan that better meets the needs of the York community.



Engagement timeline leading to the stage 3 activities

## 2.2 Overview of engagement undertaken

### Exhibition

YCP sought views on the emerging masterplan proposals as part of The Festival of York Central which formed Stage 3 of the engagement process.

The Festival launched on 19th March 2018 and the exhibition ran from 10am on Wednesday 21st March until 6pm on Friday 27th April 2018. The period for comments finished at midnight on 29th April 2018. The Festival was held at the National Railway Museum, which was open from 10am until 6pm, seven days a week with regular staffed sessions.

The exhibition material invited specific feedback on the following:

- Emerging vision;
- Overall approach to the masterplan including movement and access, landscape and environment, design and heritage, land uses and;
- Specific options for (i) Marble Arch / Leeman Road connections and (ii) Southern connection.
- Aspirations for what York Central will be like as a place to live, work and spend time

Attendees were invited to look out for the speech bubble symbol ("Join the conversation") on boards through the exhibition; this identified topics and issues that we would like to hear your opinions on. Any wider thoughts and questions about other aspects of the exhibition were also welcomed.

288 people responded to the consultation questionnaire either online, or via the hard copy form. These respondents submitted 1,816 specific responses to the questions.

### My York Central

During Stage 1, feedback encouraged YCP to review the My Castle Gateway project as a best-practice example of good engagement. The same team created My York Central (MYC). MYC commenced in the lead in to the launch of stage 3 and has been a key element in going beyond conventional community consultation. It has enabled all those interested to become part of a sustained long-term conversation where influence comes through sharing responsibility for the area and its future. Throughout the festival, MYC has made getting involved active, challenging and fun.

Over the six weeks of the Festival of York Central and York Central Exhibition at the National Railway Museum, MYC has explored the plans and possibilities for York Central. Each week MYC produced Open Briefing documents which summarised the key discussions, debates and feedback.

The four Open Briefing documents were then synthesised into a Vision for York Central, with a short summary Big Ideas document, and a set of Principles of how York Central can be developed in the future stages.

More than 3,000 post-it notes were completed during the course of the six week consultation.

### Ways of providing feedback

There were three ways to provide feedback on the emerging masterplan:

- **Commonplace and website:** YCP used an online engagement platform to help gather thoughts on the proposals for York Central ([www.yorkcentral.info](http://www.yorkcentral.info)). Participants were able to view the exhibition material in full and respond to questions.
- **Questionnaire (hard copy):** Hard copies of the Commonplace questionnaire were available to complete.
- **My York Central:** The MYC Vision document was drawn together from community engagement through the Festival of York Central, largely through:
  1. Feedback through Post-Its at the exhibition, photographed/uploaded/tagged on our Flickr site.
  2. Discussion at festival events, summarised through a series of blogs and informing a set of open briefing documents which were produced on the festival themes of open space, homes work and movement.
  3. Other input via various meetings and workshops with specific groups (for example elected members, local schools, pop-ups, York Youth Council).
  4. Contributions via conversations on the doorstep, via door-knocking carried out by local councillors and support teams.

## 2.3 Promotion

### Advertising

An integrated communications strategy was devised to promote the Festival of York Central, with multiple channels identified to ensure all residents were made aware of the opportunities to engage with the masterplan.

Adverts were placed both off and online with the York Press and online campaigns were hosted on Minster FM and York Mumbler.

York Press has a readership of 75,232 and print adverts were placed with the title over the six-week period. The online campaign with the outlet generated 170,000 impressions, split across tenancy skins, targeted wallpaper, sponsored content and premium ad positioning.

York Mumbler, a local parenting forum, has 17,000 visitors per month and two bespoke blogs were created for the site to promote details of the festival to the network of parents. Banner advertising was also hosted on the website.

The Minster FM advertising included an interview with the lead spokesperson of the Partnership, which was aired to the station's listeners (it has 75,000 listeners per week) and the piece was promoted to its Facebook audience, generating 67,000 impressions. Further advertising was placed on the website, which generated 200,000 impressions.

### Social media

Awareness about the festival events and masterplan consultation was raised on Facebook and Twitter via a series of promoted posts. The Facebook adverts reached 29,952 people and there were 822 link clicks on the content. Twitter generated 61,458 impressions and 228 link clicks.

### Letter

A letter promoting the festival was produced by the partnership for local residents and businesses, encouraging them to visit the masterplan exhibition and join the conversation around the development. It contained background information about the site, dates and timings of the festival, as well as details of the various social channels and website addresses where further information could be found.

The direct mailer was distributed via the March edition of Your Local Link Magazine, a local news magazine which is delivered to 90,250 addresses across York and the surrounding villages. Your Local Link is a City of York Council approved communications method and the letters were made clearly identifiable in York Central Partnership branded envelopes.

### Coverage

There was widespread coverage of the festival in key local media, both on and offline, including BBC Look North (North East and Cumbria), BBC Radio York, York Press and Minster FM.

### Press releases

Three separate press releases were issued to the local news outlets before and during the consultation exhibition.

### My York Central

Community engagement group, My York Central, also promoted details of the events and masterplan exhibition on its own social media platforms, as well as through its website and blogs. The group also went door knocking in the local area to speak to local residents about the development and used community networks to further share details of the festival.



## 2.4 Progressing the project

### Current workstreams

The summary of feedback is in the process of being considered and discussed with YCP and the master planning team. It has, and will continue to play an instrumental role in refining and informing the master plan and the various components of the planning application which are due to be submitted in August 2018.

In addition to the My York Central and wider stage 3 consultation feedback, YCP and the master planning team are considering the following:

1. Further design work;
2. Ongoing technical studies and assessments;
3. Ongoing discussions with statutory consultees as part of the pre-application process; and
4. Any subsequent targeted engagement as part of stage 4 of the planning application engagement process in advance of the submission of the application(s).

### Framework for workstreams

The workstreams summarised in section 2.4 will assist YCP in progressing the following:

1. Refinement of the overarching vision and objectives for York Central.
2. Refinement and evolution of the indicative master plan and further illustrative studies and materials.
3. Preparation of a set of planning application material which will inform the basis of the consent. As set out in the exhibition this is likely to include a development schedule (the uses and amounts of development proposed), parameter plans (plans showing the limits of proposed development such as heights and layouts of plots) and design guidance (a guidance document against which future detail planning applications will be assessed).
4. Identification of other topics of discussion which are outside of the remit of YCP or the current planning application. These will be shared with other organisations (e.g. City of York Council) as appropriate.
5. Considering the ongoing approach to engagement beyond the immediate planning application.

These five categories have informed the structured approach to the summary of responses, outcomes and actions as set out in chapter 3.

### Stage 4 engagement

As noted above, a key outcome of this report is to set the context for any future targeted engagement activity in advance of the submission of the planning application in August. Areas recommended for inclusion in this stage 4 process are highlighted in chapter 4.

### Statement of Community Involvement

A comprehensive Statement of Community Involvement (SCI) is under preparation in support of the planning application. Continuing the Conversation will ultimately help to inform the SCI. However, it should not be interpreted as a draft SCI at this point in the context of the various workstreams which are ongoing.



# Our commitment to engagement

**Establish trust** in the process and the project.

**Transparency** as a default.

**Sensitivity in building relationships** and providing consistency.

**Clarity** on processes, stages, what is discussed and how it informs design.

**Clear communications** which are accessible and appropriate.

**Interesting formats** to encourage people to participate.

Hearing your views is really important to us. York Central Partnership is committed to an ongoing conversation about the emerging masterplan with local residents, workers and visitors.

Our approach to engagement has been guided by key principles that you helped to shape and which are vital to achieve a successful scheme.

In 2016, we sought your views on the emerging proposals for York Central through a range of events and exhibitions. We received 1,224 consultation responses which were analysed and the key points were fed into the emerging masterplan process. In 2017, we sought your views on different access options for the site. 644 people attended drop-in events and we received 619 responses. Since late 2017, we have been developing the emerging masterplan through our Stage 1 and Stage 2 engagement activities. Further information on the processes and outcomes of these stages is given on Boards 7 and 8.

Your views and feedback from these earlier rounds of consultation have informed the development of the emerging masterplan.

**The engagement process**



# Views, comments & conversations

**We are seeking your views on the emerging masterplan proposals as part of The Festival of York Central which forms Stage 3 of our engagement process.**

**The Festival of York Central – dates and information**  
 The Festival launched on 18th March 2018 and the exhibition will run from 10am on Wednesday 21st March until 6pm on Friday 27th April 2018. The period for comments finishes at midnight on 29th April 2018.

The Festival is being held at the National Railway Museum, which is open from 10am until 6pm, seven days a week.

To find out more, including times when the exhibition is staffed, please visit our website ([www.yorkcentral.info](http://www.yorkcentral.info)) and follow:  
<https://twitter.com/YRCentral>  
<https://www.facebook.com/YorkCentral1>

What should you comment on?  
 We want to hear your views on:  
 – Emerging vision (Board 9)  
 – Overall approach to the masterplan including movement and access (Boards 11 to 14), landscape and environment (Board 15), design and heritage (Board 16), land uses (Board 17) and  
 – Southern connection (Board 14)

We would like to hear your thoughts on specific options for:  
 – Marble Arch / Leeman Road connections (Board 13)  
 – Southern connection (Board 14)

We also want to know about your aspirations for what York Central will be like as...  
 – a place to live (Board 19)  
 – a place to work (Board 20)  
 – a place to spend time – The Great Park (Board 21) and The New Square (Board 22)

Look out for the speech bubble symbol (‘Join the conversation’) on other boards through the exhibition. This identifies topics and issues that we would like to hear your opinions on.

Any thoughts and questions about other aspects of the exhibition are welcome!

**How to provide feedback?**  
 There are three ways to provide feedback on the emerging masterplan:

- 1. Commonplace and website**  
 We are using an online engagement platform to help gather your thoughts on the proposals for York Central. Please visit [www.yorkcentral.info](http://www.yorkcentral.info) and follow the link to join the conversation!
- 2. Questionnaire (hard copy)**  
 We have hard copies of the Commonplace questionnaire that we would like you to fill in. Please see the table opposite. Please note that the questions online and the paper questionnaire ask identical questions, so you do not need to complete both.
- 3. My York Central**  
 During Stage 1, you asked us to look at the My Castle Gateway project as a best-practice example of good engagement. The same team has created My York Central (MYC). MYC goes beyond conventional community consultation by enabling all those interested to become part of a **sustained long-term conversation where influence comes through sharing responsibility for the area and its future**. Throughout the festival we are working to make getting involved active, challenging and fun. Visit the website for information on when and where these activities will take place and how to provide feedback.

For further information, please visit [www.yorkcentral.info](http://www.yorkcentral.info), [Twitter.com/YorkCentral](https://twitter.com/YorkCentral) or [Facebook.com/yorkcentral1](https://www.facebook.com/yorkcentral1)



# Feedback from stage 1

During Stage 1, we met with local groups and organisations and held three public pop-up events to hear your thoughts on the emerging principles for the York Central masterplan.

Using the BRE (Building Research Establishment) Excellence Framework shaped conversations about how we could make York Central a sustainable place. The wheel defines eight themes which are shown below. The detailed feedback from Stage 1 will be reported in full in the Statement of Community Involvement (a formal document which will be submitted with the planning applications) and summarised by the themes of the BRE Excellence Framework.

- Governance**
  - Accountability & transparency is required.
  - Who's in control of what's built?
  - In-control governance process not clear.
  - Risk of under-exploited assets due to differing drivers of VCP partners.
  - Concern of how piecemeal development will be managed.
- Services**
  - Development must be supported by services integrated with existing communities.
  - Schools, doctors and high quality shops to create communities.
  - Play and sports areas, variety of green spaces.
  - For young and old.
  - Children's groups.
  - Better toilet facilities.
  - Mental health services and for those with disabilities.
- Equity**
  - Pay attention to detail to ensure accessibility e.g. handrails and seating.
  - Housing for locals including social, sheltered & housing for disabled.
  - Not too high-rise.
  - Consider views.
  - Too many homes?
- Economy**
  - General support for a variety of commercial and office space.
  - Clarity on how many jobs and what kind.
  - Include smaller workspaces for creative industries/start-ups/SMEs, social enterprise.
  - Complement existing food & drink/retail offer, don't compete with the city centre.
- Housing & built environment**
  - Support for high quality, sustainable, affordable homes.
  - Variety of home sizes.
  - Concern about too much student accommodation.
  - Incorporate historic buildings.
  - Concern about building heights impact.
- Social & cultural**
  - Explore role of Railway Institute as a cultural hub.
  - Support for the Museum expansion but important to look beyond the Museum for cultural provision on site.
  - Provide all weather social and play spaces.
- Other**
  - Excited by the proposals.
  - Make use of brownfield land.
  - Would like to see more visuals.
  - Consider two-way relationship between York Central and York.
  - Hard to find information.
  - Integrate with broader proposals.
- Transport & connectivity**
  - Concern about traffic, congestion and air pollution.
  - Mixed views on type of connection through Marble Arch.
  - Promote sustainable forms of transport – supports new cycle and pedestrian routes.
  - More reliable and frequent buses.
  - General support for low car use.
  - Explore parking strategy.
  - Supports better access to station on west-side.
  - Need an integrated and ambitious transport strategy.
  - Bus station?
- Environmental**
  - Play and sports areas, variety of green spaces.
  - For young and old.
  - Children's groups.
  - Better toilet facilities.
  - Mental health services and for those with disabilities.
  - Woodland site for play?
  - Provide for nature & wildlife.
  - Look at best practice.
  - Incentivise environmentally friendly modes of travel.
  - Tackle air pollution.



# Feedback from stage 2

During Stage 2, we held a series of workshops with members of the community to discuss key themes for the emerging York Central masterplan. The workshops allowed us to explore issues raised in Stage 1 in greater detail which has helped us to progress key elements of the emerging masterplan. The workshop themes and the outcomes of each are set out below.

**Movement**

**Landscape**

**Design, heritage & uses**

- How will Marble Arch work – bus gates, taxis, dedicated cycle lanes?
- Support for new access on the western side of the station – taxis and buses
- Concern about impact of cars through Entrance Square.
- Better public transport is a priority.
- Should be integrated with the wider city transport strategy.
- Safe and active connections to/from St. Peter's Quarter.
- Priority for pedestrians and cyclists – segregated cycle way and pleasant, safe routes.
- Support for improvements to southern pedestrian/cycle access to the site.
- Attractive direct routes through park.
- Leeman Park is well-used – improve lighting along river.
- Important to consider those with disabilities within the strategy.
- Reduce parking over time and commit to strong enforcement.
- The Great Park – ideas included adventure play, outdoor gym, activities for teenagers, play areas for all ages and performance space such as open-air theatre.
- Views to the Minster will be important in making it feel like York.
- Consider position of road next to park.
- Support for livable local streets and shared spaces. Consider acoustic impact of railway on homes.
- Entrance Square – dedicated cycle route and bus and taxi only.
- Consider bridge across river.
- Green roofs for buildings including the Museum.
- Interpretation of railway heritage in the park.
- Need to maximise the benefits of the Museum and find wider opportunities for culture.
- Overall aspiration for more community facilities e.g. schools and GP surgeries etc for residents and local workers.
- Support for as much affordable housing as possible.
- Need to be careful to consider the impact of so many new homes and businesses.
- Careful response needed to the character of the wider city.
- Interest in modern, contemporary buildings.
- Mixed debates on building heights – interest in streets with terraced houses particularly to the north of the Foundry. Potential for areas such as York Yard South (between the park and Freight Avoiding Line) to include apartments with greater height.
- Think about the views and relationship with heritage assets including criteria for the retention of buildings.
- Potential to include one or two visitor facilities with interactive exhibits about the heritage of the site e.g. within the Museum or as part of a retained historic building such as Alliance House.
- Support for new restaurants, bars and small shops in the commercial area with striking views to the park and Minster.
- Clear understanding of the different boundaries.

**York Central masterplan**

**June 2018**

# Introduction

## Overview

This set of drawings and schedules set out the current position of the York Central masterplan. This has been collated for the purposes of YCP's endorsement of the information as a direction of travel for the application

The pack represents what is informally termed the 'design freeze', whereby the principle elements of the masterplan are fixed to allow the planning application material to be developed. There is still scope for drawings to be refined in the coming months, particularly in relation to the Design Guide document which will be an important tool in steering future, more detailed, Reserved Matters applications.

Through the endorsement of this information, YCP will confirm that the consultant team should progress a spectrum of linked activities which will feed into the full list of supporting strategies, impact studies and illustrative material necessary to submit a planning application for York Central.

## Illustrative Masterplan

The first section of this document relates to the illustrative masterplan. The illustrative masterplan is effectively one possible development scenario, which illustrates how the 'for approval' application material (eg parameter plans) could be implemented.

The illustrative material helps to communicate the design intent of the scheme and includes a series of indicative aerial views for reference.

The images at pages 4-12 are draft views which have been developed with input from Historic England and CYC for townscape assessment purposes. They show a sample of views – baseline (as existing), and with the illustrative masterplan scheme added.

## Development Schedules

This section of the document sets out proposed development schedules relating to the draft parameter plans. They identify the amount of development in the illustrative masterplan and two 'maximum development' scenarios – one which maximises residential uses, and one which maximises commercial floorspace. The tables also reflect assumptions relating to car parking numbers residential mix and dwelling sizes. This section also defines the capacity assumptions for the purposes of Environmental Impact and Traffic Impact Assessment – a 'worst case scenario' in terms of impact.

## Parameter Plans

This section of the document contains the draft parameter plans. These drawings will be the core drawings 'for approval' in the application and cover key topics including development zones, uses, levels, demolition and retention.

Pages 37-40 of the document depict the illustrative masterplan alongside overlays showing the maximum developable 'extent' or 'envelope' as defined by the parameter plans. These volumes have been generated to work with sensitive views of the historic city and to allow flexibility of roofs and building typologies. Local interfaces (eg set backs and cut throughs between buildings) and detailed design will need to be developed as schemes go forward to Reserved Matters Applications. Guidance and mandatory requirements on these considerations will be provided though the Design Guidelines.

## Design Guidelines

This section of the document identifies the proposed indicative scope and content of the Design Guidelines document, which is currently under development.

# Illustrative masterplan





Illustrative masterplan





Illustrative masterplan, aerial view from East (City Centre)





Illustrative masterplan, aerial view from South





**Illustrative masterplan, aerial view from North West (Water End)**



City Walls, baseline





Illustrative masterplan



Holgate Windmill, baseline view







**Bouthwaite Drive, baseline view**





# Illustrative masterplan

## Area schedule



	Illustrative Masterplan	MAXIMUM-RESIDENTIAL Scheme	MAXIMUM COMMERCIAL Scheme	Use for TA / EIA Testing
Residential Floorspace Sq m (GEA)	220,205	242,341	198,117	
Number of Homes	<b>2,078</b>	<b>2,500</b>	<b>2,007</b>	<b>2,500</b>
Commercial Floorspace Sq m (GEA)	<b>89,386</b>	<b>66,720</b>	<b>112,816</b>	<b>112,816</b>
Of which B1a Office Sq m (GEA)	65,148	43,888	87,693	87,693
NRM Floorspace	11,710	11,710	11,710	11,710
Community Floorspace	348	348	410	410
Car Parking Floorspace	41,269	35,810	41,269	41,269
Station Concourse	2,275	2,275	2,275	2,275
	<b>365,193</b>	<b>359,204</b>	<b>366,596</b>	

## Illustrative Scheme and Possible Options

### Illustrative Masterplan

Residential Floorspace  
Sq m (GEA) 220,205

Number of Homes **2,078**

% 1-bed 46%

% 2-bed 30%

% 3-bed + 24%

Commercial Floorspace  
Sq m (GEA) **89,386**

Of which B1a Office Sq m  
(GEA) 65,148

NRM Floorspace 11,710

Community Floorspace 348

Car Parking Floorspace 41,269

Station Concourse 2,275

Total Floorspace  
Sq m GEA **365,193**

### Residential unit size assumptions

#### Apartments

1-bed 1p = 40 sqm

1-bed 2p = 52 sqm

2-bed = 72 sqm

3-bed = 100 sqm

4-bed = 125 sqm

#### Houses

3-bed house = 127 sqm

4-bed house (mkt) = 170 sqm

4-bed house (aff) = 160 sqm

## Illustrative Scheme Housing Mix

	Existing	Illustrative Masterplan	MAX RESIDENTIAL Scheme	MAX COMMERCIAL Scheme
Residential Parking	N/A	1099	1125	977
Office / Commercial Parking	591	428	350	569
Station west / Network Rail / NRM Parking	1475	861	861	861
<b>Total</b>	<b>2066</b>	<b>2388</b>	<b>2336</b>	<b>2407</b>

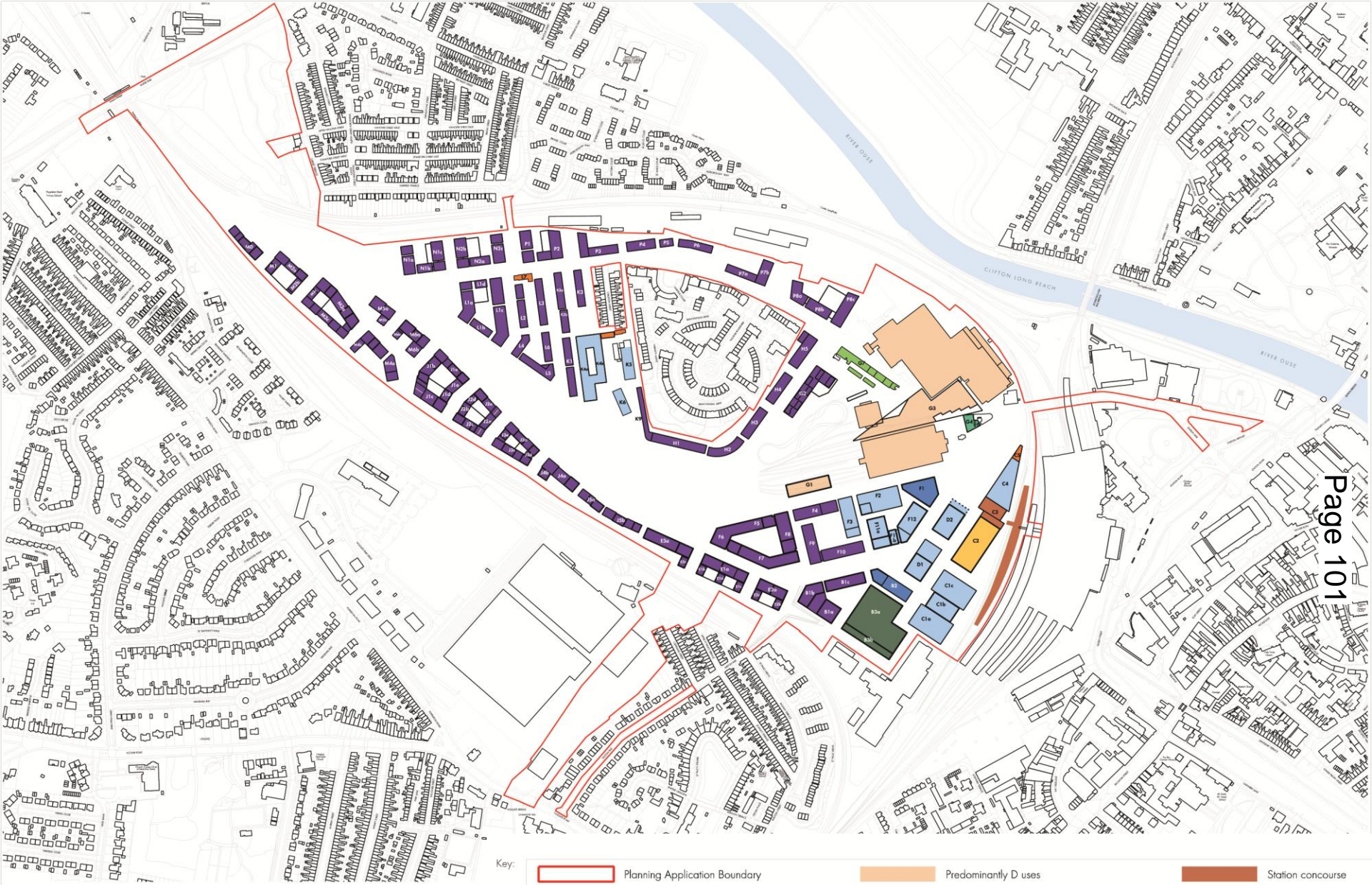
## Car Parking Numbers






Illustrative masterplan scheme





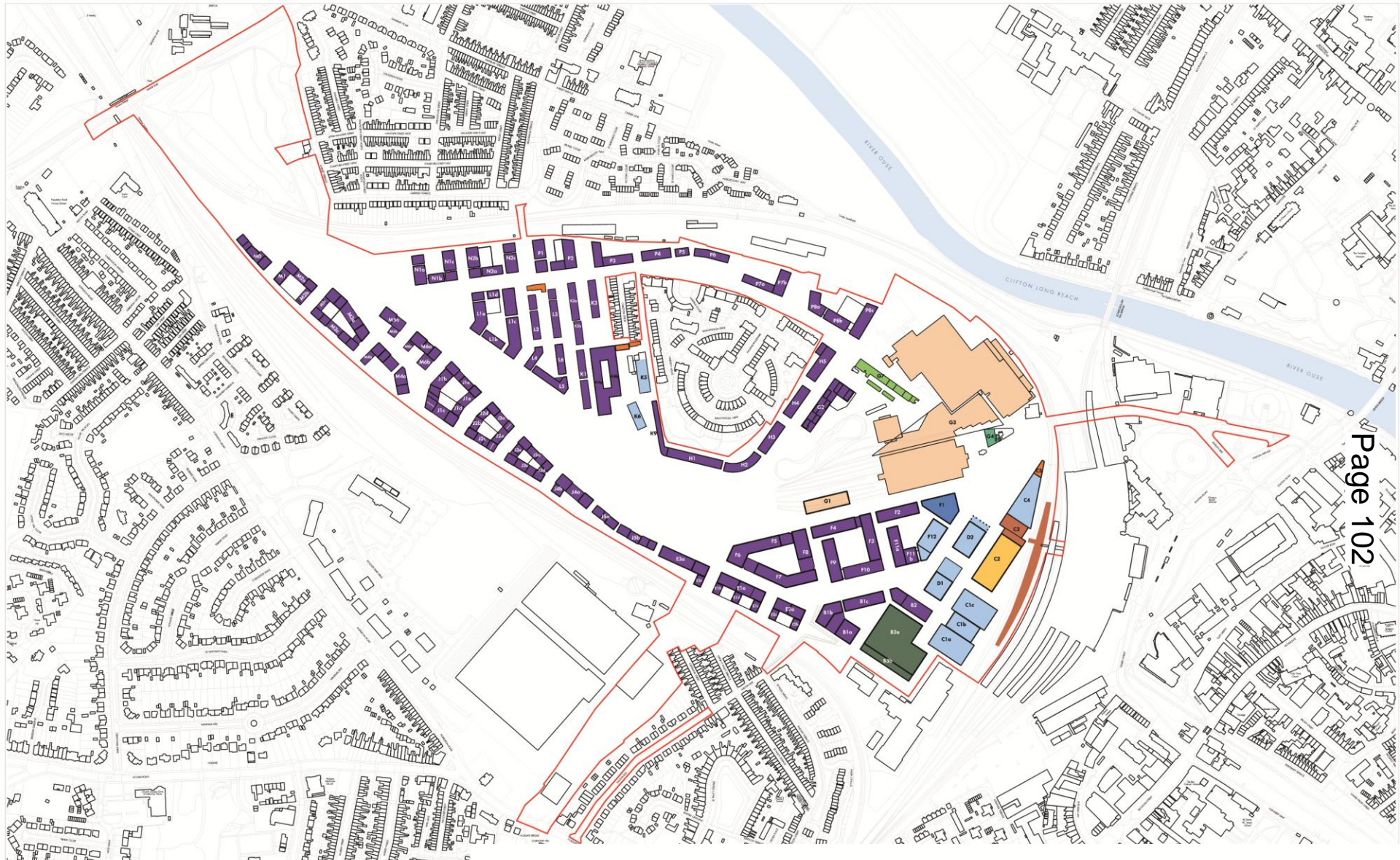
Key:

	Planning Application Boundary		Predominantly D uses		Station concourse
	Predominantly A uses		Predominantly C1 or B1 uses		
	Predominantly B1 uses		Predominantly Parking		
	Predominantly C3 uses		Predominantly Car Park or B1 or C1 uses		
	Any Permitted uses				
	Any Permitted uses - excluding C3				












NOTE:  
 'Predominantly' equates to proportion of floor area greater than 75%  
 'Any permitted use' refer to Developecment Specifications

# Illustrative masterplan scheme





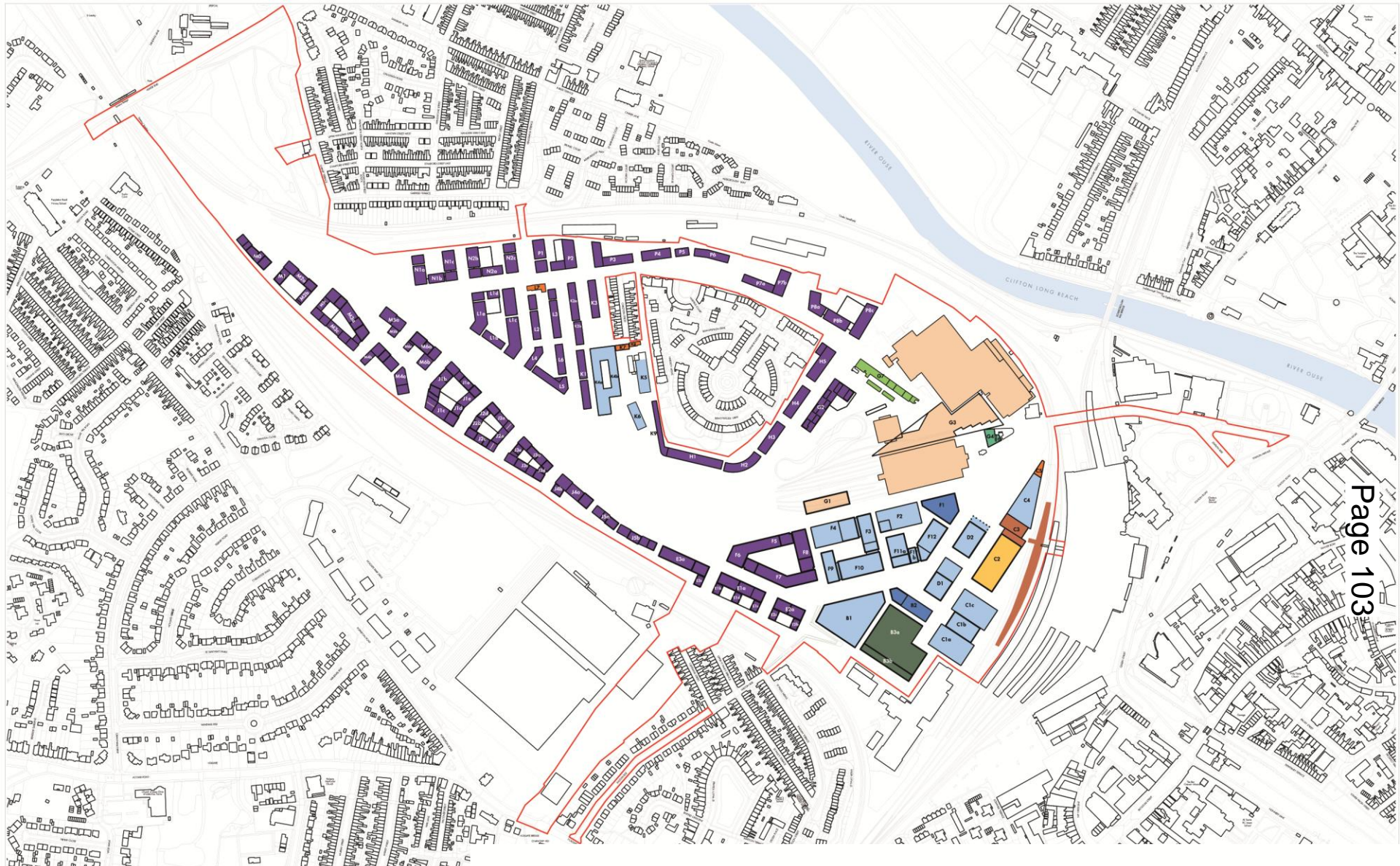
Key:

	Planning Application Boundary		Predominantly D uses		Station concourse
	Predominantly A uses		Predominantly C1 or B1 uses		
	Predominantly B1 uses		Predominantly Parking		
	Predominantly C3 uses		Predominantly Car Park or B1 or C1 uses		
	Any Permitted uses				
	Any Permitted uses - excluding C3				












NOTE:  
 'Predominantly' equates to proportion of floor area greater than 75%  
 'Any permitted use' refer to Development Specifications

# Maximum residential scheme





Key:

	Planning Application Boundary		Predominantly D uses		Station concourse
	Predominantly A uses		Predominantly C1 or B1 uses		
	Predominantly B1 uses		Predominantly Parking		
	Predominantly C3 uses		Predominantly Car Park or B1 or C1 uses		
	Any Permitted uses				
	Any Permitted uses - excluding C3				

NOTE:  
 'Predominantly' equates to proportion of floor area greater than 75%  
 'Any permitted use' refer to Development Specifications

# Maximum commercial scheme



Classes	Use Description	Permitted Change
A1: Shops	Post office, travel and ticket agencies, sandwich bars, hairdressers, undertakers, travel and ticket agencies, post offices, dry cleaners, internet cafés, sandwich bars. Sale, display or service to visiting members of the public.	Mixed A1 with up to 2 flats A2 or Mixed A2 with up to 2 flats A3 (<150 sq m) (see note 2) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4) C3 (see note 5) D2 (<200 sq m) (see note 6)
A2: Financial and Professional Services	Banks, building societies, estate and employment agencies, professional services, where the services are provided principally to visiting members of the public.	A1 or Mixed A1 with up to 2 flats if a window display at ground level Mixed A2 with up to 2 flats A3 (<150 sq m) (see note 2) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4) C3 (see note 5) D2 (<200 sq m) (see note 6)
A3: Restaurants and Cafes	Use for the sale of food and drink for consumption on the premises. Restaurants, snack bars, cafes.	A1, A2 (see note 3) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
A4: Drinking Establishments	Use as a public house, wine-bar or other drinking establishment.	A1, A2 or A3 (see note 3) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 3 and 4)
A5: Hot Food Takeaways	Use for the sale of hot food for consumption off the premises.	A1, A2 or A3 Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
B1: Business	(a) As an office other than a use within Class A2.	B8 up to a limit of 500 sq m C3 (see note 7)
	(b) Research and Development.	D1 (state funded school or registered nursery only) (see note 8) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
	(c) Industrial Process suitable to be carried out in a residential area.	
B2: General Industry	General Industry.	B1 B8 up to a limit of 500 sq m
B8: Storage or Distribution	Wholesale warehouse, distribution centres, repositories.	B1 up to a limit of 500 sq m C3 (See note 13)
C1: Hotels	Hotels, boarding and guest houses.	D1 (state funded school or registered nursery only) (see note 8)
C2: Residential Institutions	Use for the provision of residential accommodation and care to people in need of care, including care homes, hospitals, nursing homes, boarding schools, residential colleges and training centres.	D1 (state funded school or registered nursery only) (see note 8)
C2A: Secure Residential Institutions	Use for the provision of secure residential accommodation, including use as a prison, young offenders institution, detention centre, secure training centre, custody centre, short-term holding centre, secure hospital, secure local authority accommodation or use as military barracks.	D1 (state funded school or registered nursery only) (see note 8)
C3: Dwelling Houses	(a) a single person or by people to be regarded as forming a single household.	C4
	(b) not more than six residents living together as a single household where care is provided for residents.	C4
	(c) not more than six residents living together as a single household where no care is provided to residents (other than a use within Class C4).	C4
C4: Houses in Multiple Occupation (HMO)	Small shared houses occupied by between three and six unrelated individuals, as their only or main residence, who share basic amenities such as a kitchen or bathroom.	C3
D1: Non-Residential Institutions	Clinics, health centres, crèches, day nursery's, education, museums, public halls, libraries, art galleries, public halls, law courts, places of worship.	State funded schools permitted under GPDO Part 3 Class U to revert to previous permitted use Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
D2: Assembly and Leisure	Cinemas, music and concert halls, Dance and sports halls, swimming baths, skating rinks, gymnasia. Other indoor and outdoor sports and leisure uses, bingo halls.	D1 (state funded school or registered nursery only) (see note 8) Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
Sui Generis: A use for which no class is specified in the Use Classes Order	Theatres, night clubs, hostels, shops selling and/or displaying motor vehicles, retail warehouse clubs, laundrettes, taxi or vehicle hire businesses, petrol filling stations, waste incinerators.	No permitted change laundrette to C3 (see note 5)
	Amusement arcade or centre.	C3 (<150 sq m) (see note 9)
	Casino.	A3 (<150 sq m), C3 (<150 sq m) (see note 9), D2
	Betting office or pay day loan shop.	A1 or Mixed A1 with up to 2 flats (where ground floor display window), A2 or Mixed A2 with up to 2 flats, A3 (<150 sq m) (see note 8), D2 (<200 sq m) (see note 5), C3 (see note 5), Betting office or pay day loan shop with up to 2 flats, Flexible A1, A2, A3 or B1 up to a limit of 150 sq m (see note 4)
Agricultural Buildings	Buildings solely in agricultural use since 3rd July 2012.	Flexible A1, A2, A3, B1, B8, C1 or D2 up to a limit of 500 sq m in perpetuity creating a sui generis use (see note 10) C3 (see note 11) D1 (state funded school or registered nursery only, see note 12)



# Parameter Plans



# Planning application area

Key:

-  Planning Application Boundary
-  Existing building structures within Planning Application Boundary
-  Existing railway lines within Planning Application Boundary



- NUMBERED STRUCTURES**
- 1 York North Engine Shed
  - 2 Former NER horse stables
  - 3 Railway Museum, gates & gate piers
  - 4 Railway Museum South Hall
  - 5 Smith's Shop and Office
  - 6 Albion Iron Foundry - Foundry shop
  - 7 Albion Iron Foundry
  - 8 Alliance House
  - 9 Red brick building off Leeman Road
  - 10 Bull-nose building
  - 11 Hydraulic Power House



# Retained buildings

**Key:**

- Planning Application Boundary
- Retained buildings/structures
- Buildings/structures which may be retained or demolished
- Buildings/structures to retain and relocate within the Planning Application Boundary
- Retained railway lines within the Planning Application Boundary
- Area of railway lines which may be integrated into the proposed landscape



- NUMBERED STRUCTURES**
- 1 Former NER horse stables
  - 2 Railway Museum South Hall
  - 3 Concrete depot
  - 4 Alliance House
  - 5 Signalling Maintenance Centre
  - 6 Signal box 1989
  - 7 Network Rail training & maintenance
  - 8 Former wagon works
  - 9 Welders building
  - 10 Locks building
  - 11 Network Rail Distribution and Plant
  - 12 Smith's Shop and Office

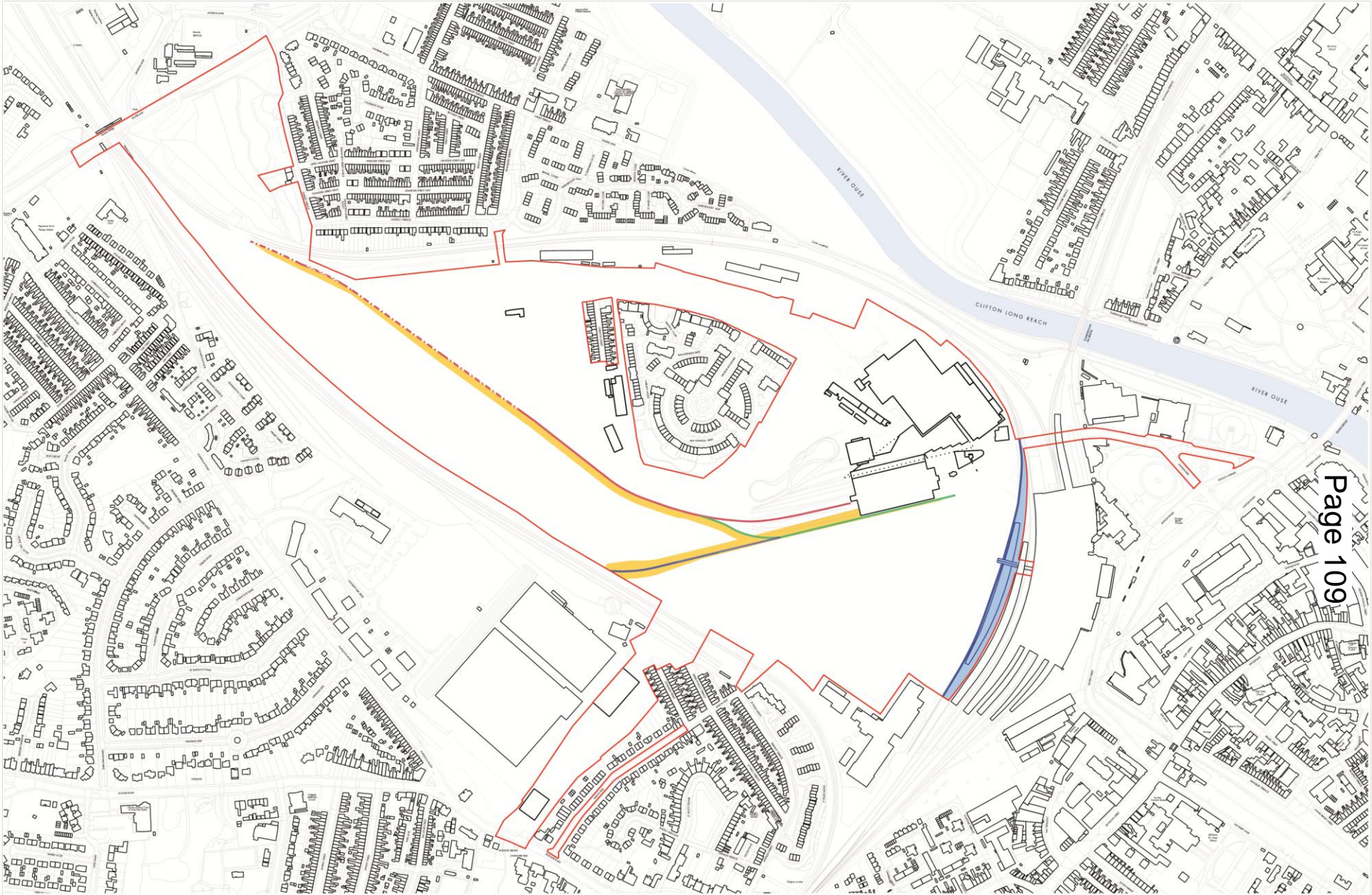


**Key:**

- Planning Application Boundary
- Buildings/structures to be demolished
- Buildings/structures which may be retained or demolished
- Buildings/structures to retain and relocate within the Planning Application Boundary
- Railway lines to be demolished within Planning Application Boundary
- Area of railway lines which may be integrated into the proposed landscape

# Demolition





Key:  Planning Application Boundary

HERITAGE RAILWAY LINES:

- Visitor rail line within Park
- Rail connection to the West
- Rail connection to the South

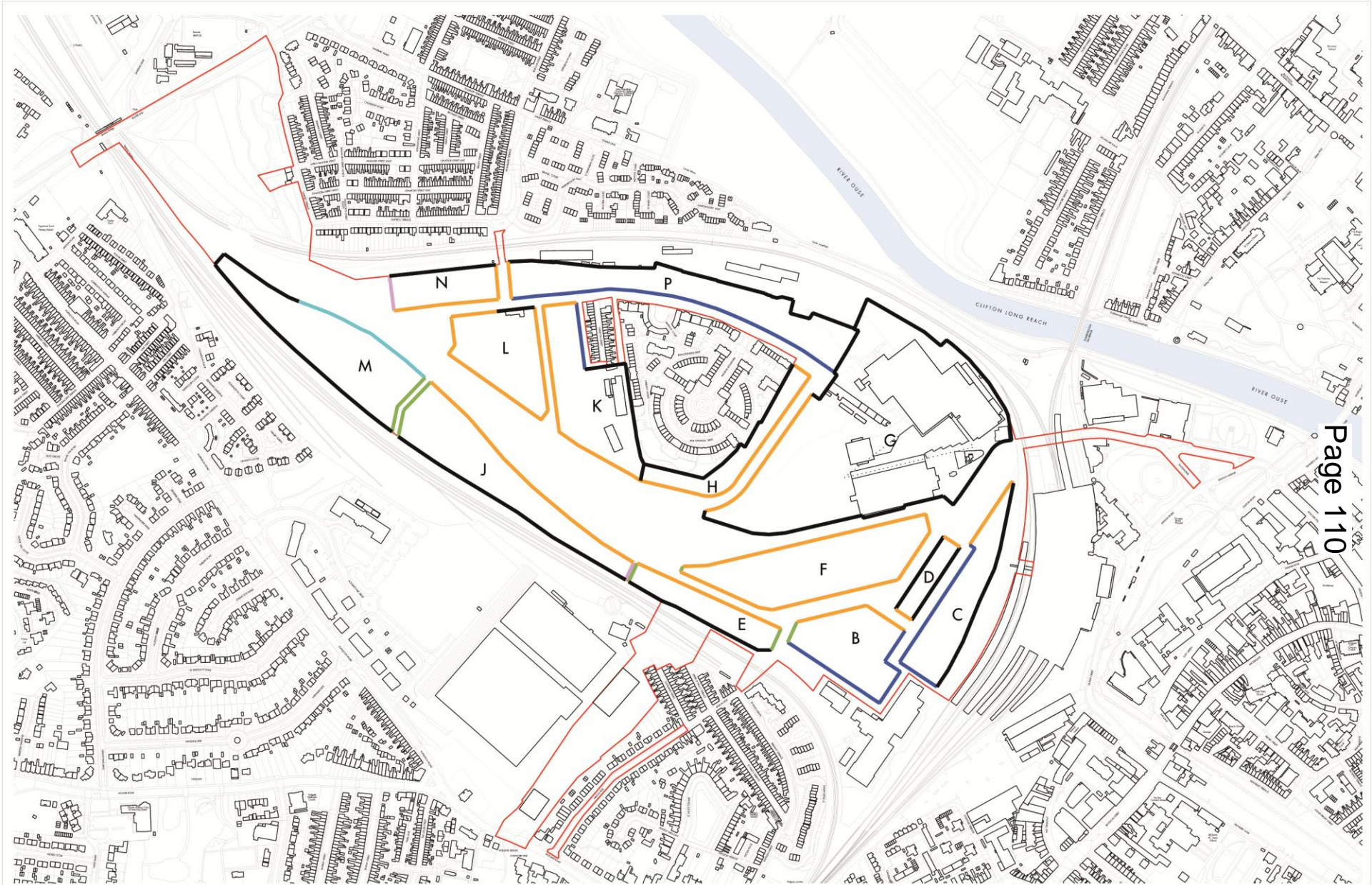
- Visitor rail line on Boulevard
- LOD for railway lines

NATIONAL RAILWAY LINES:

- Safeguarded land for future railway line and platforms

# New Railway Additions





# Development Zones Above Ground

**Key:**

- Planning Application Boundary
- Development Zone Boundary (LOD ±0.0m)
- Development Zone Boundary (LOD +2.0m, -0.0m)
- Development Zone Boundary (LOD ±2.0m)
- Development Zone Boundary (LOD +0.0m, -2.0m)
- Development Zone Boundary (LOD ±5.0m)
- Development Zone Boundary (LOD +0.0m, -5.0m)

**NOTE:** LOD Limits of deviation

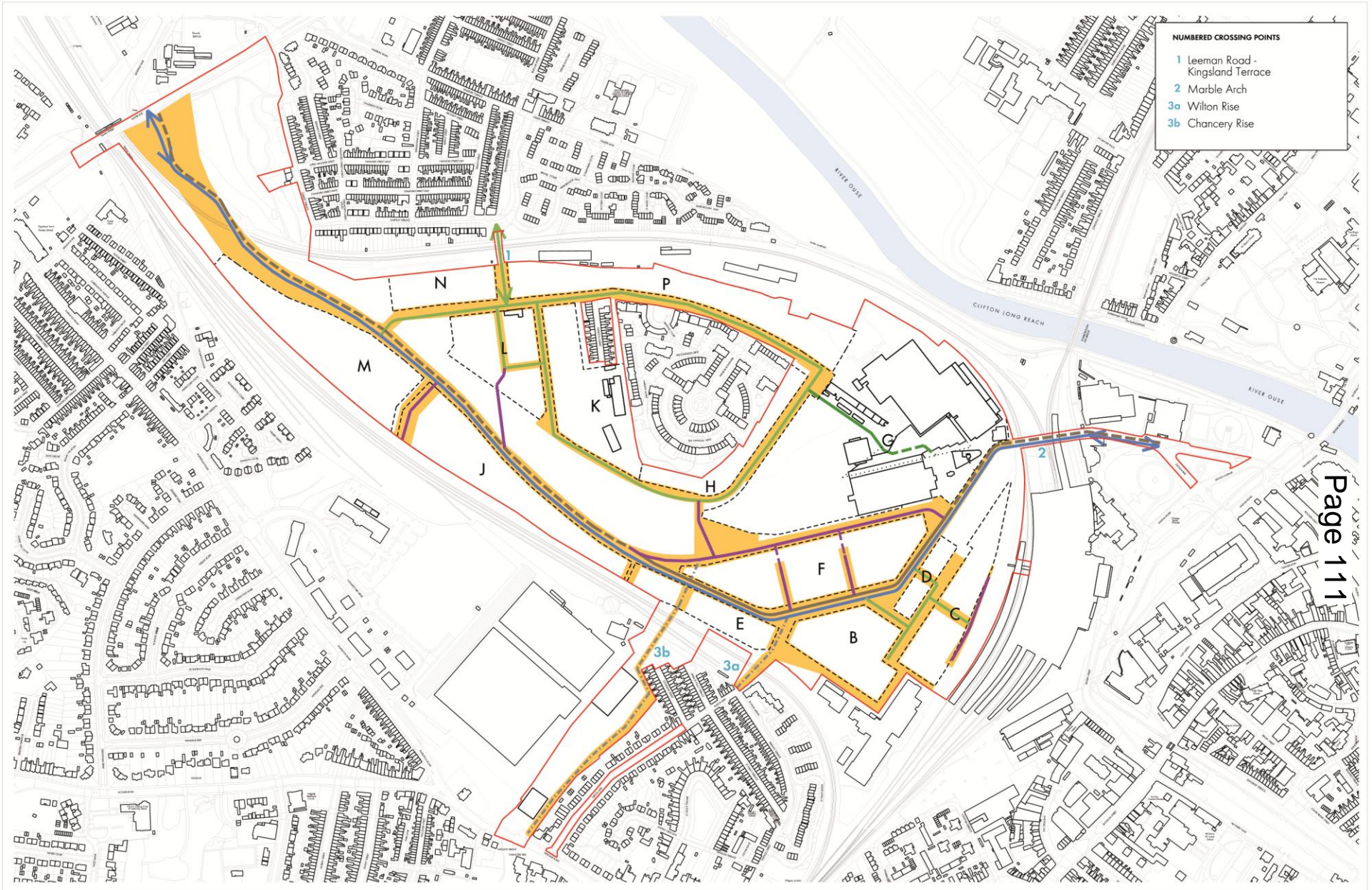
**A** Development Zone reference (LOD ± X m)

Development Zone Boundary (- X m)

Development Zone Boundary (+ X m)



- NUMBERED CROSSING POINTS**
- 1 Leeman Road - Kingsland Terrace
  - 2 Marble Arch
  - 3a Wilton Rise
  - 3b Chancery Rise

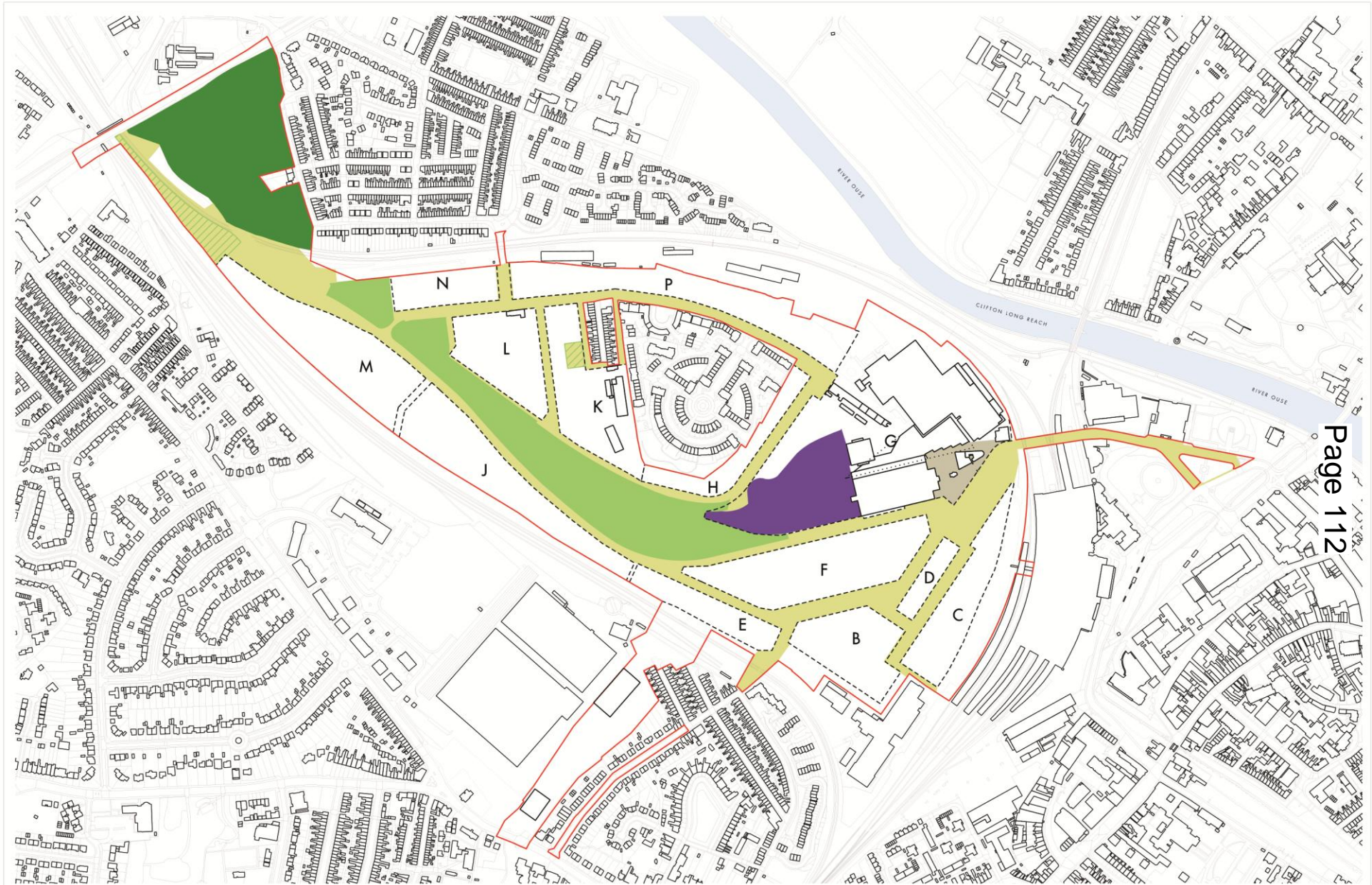


# Access and Circulation Routes

**Key:**

Planning Application Boundary	Segregated cycle route	Development Zones - refer to YCMP:PP 005 for Zone Boundary & Zone Boundary Subdivision LOD
Access/egress (primary)	Cycle route on carriage way	Development Zone name
Access/egress (secondary)	Pedestrian/cycle route/servicing/emergency vehicles	
Primary vehicle route	Potential pedestrian/cycle route/servicing/emergency vehicles	
Secondary vehicle route	Pedestrian connection which could be through a building structure	
LOD for routes	Pedestrian connection	
Potential pedestrian/cycle route		



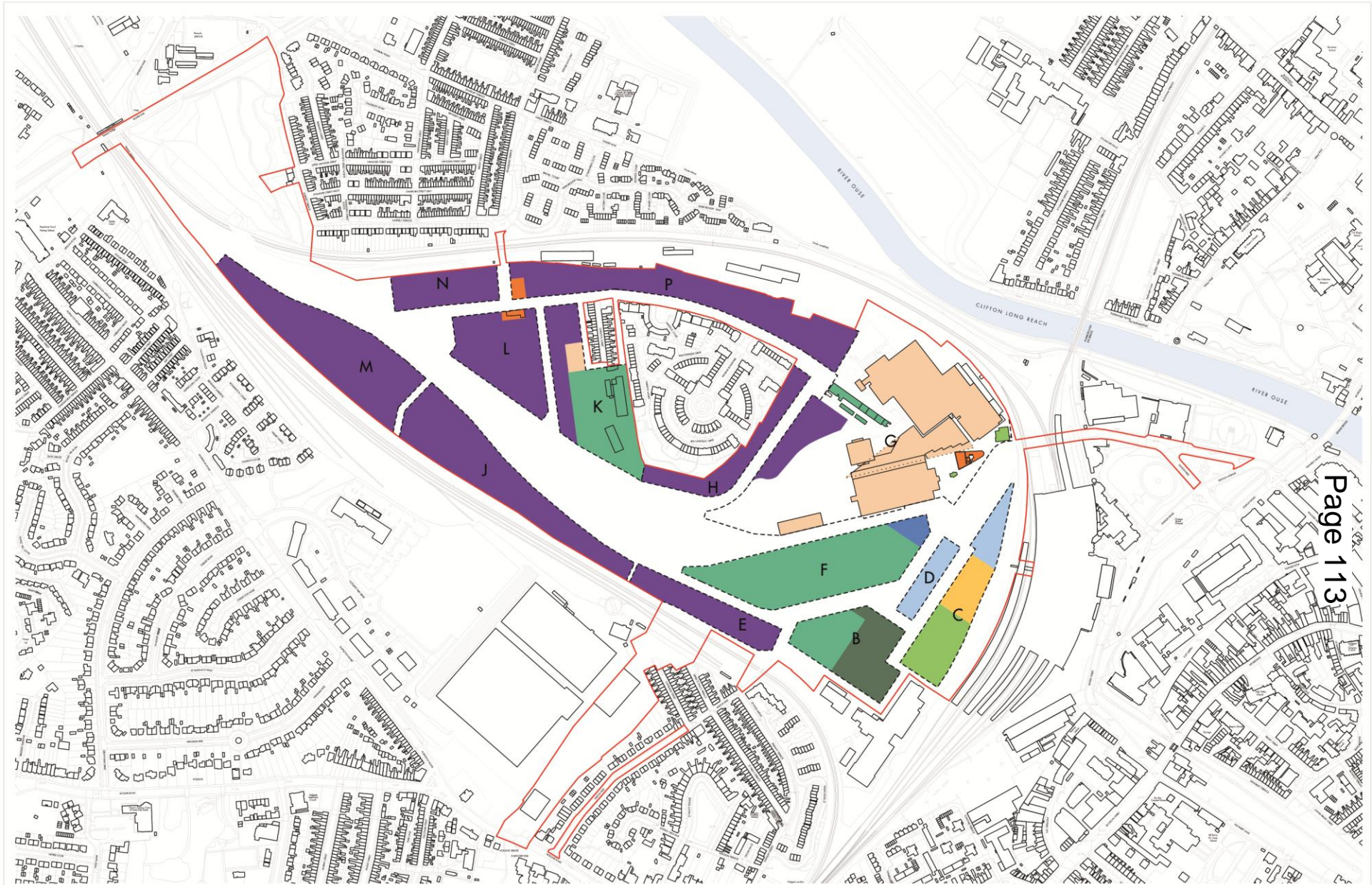


# Open Space Areas

Key:

Planning Application Boundary	NRM yard - predominantly hard or soft landscape	Development Zones - refer to YCMPPP 005 for Zone Boundary & Zone Boundary Subdivision LOD
Predominantly hard landscaping	Millennium Green - predominantly soft landscape (*)	<b>A</b> Development Zone name
Predominantly soft landscaping		NOTE: 'Predominantly' equates to proportion of area greater than 75% except for : (*) Millennium Green which allows an area greater than 95%
Predominantly hard or soft landscaping		
Museum Square - predominantly hard landscaping		

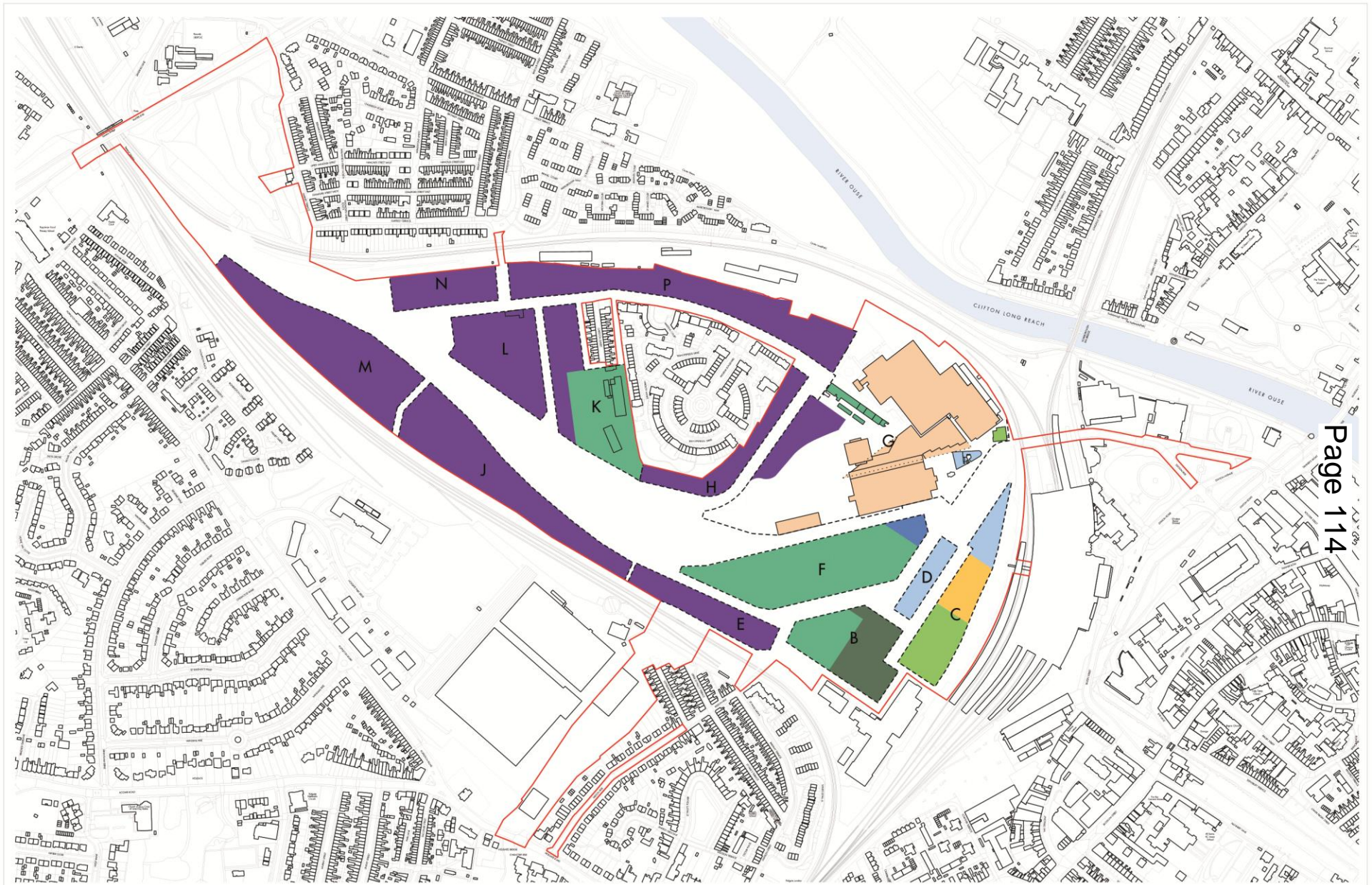




# Ground Level Uses













<p>Key:</p> <ul style="list-style-type: none"> <li><span style="border: 1px solid red; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Planning Application Boundary</li> <li><span style="background-color: orange; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly A uses</li> <li><span style="background-color: purple; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly C3 use</li> <li><span style="background-color: green; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Any Permitted uses</li> <li><span style="background-color: lightgreen; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Any Permitted uses (excluding C3)</li> </ul>	<ul style="list-style-type: none"> <li><span style="background-color: orange; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly D uses</li> <li><span style="background-color: blue; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly C1 or B1 uses</li> <li><span style="background-color: yellow; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly car parking</li> <li><span style="background-color: darkgreen; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Predominantly car parking B1 or C1 uses</li> </ul>	<ul style="list-style-type: none"> <li><span style="border: 1px dashed black; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Development Zones - refer to YCMP-PP 005 for Zone Boundary &amp; Zone Boundary Subdivision LOD</li> </ul> <p><b>A</b> Development Zone name</p> <p>NOTE:          'Predominantly' equates to proportion of floor area greater than 75% - 'Any permitted use' refer to Development Specification</p>
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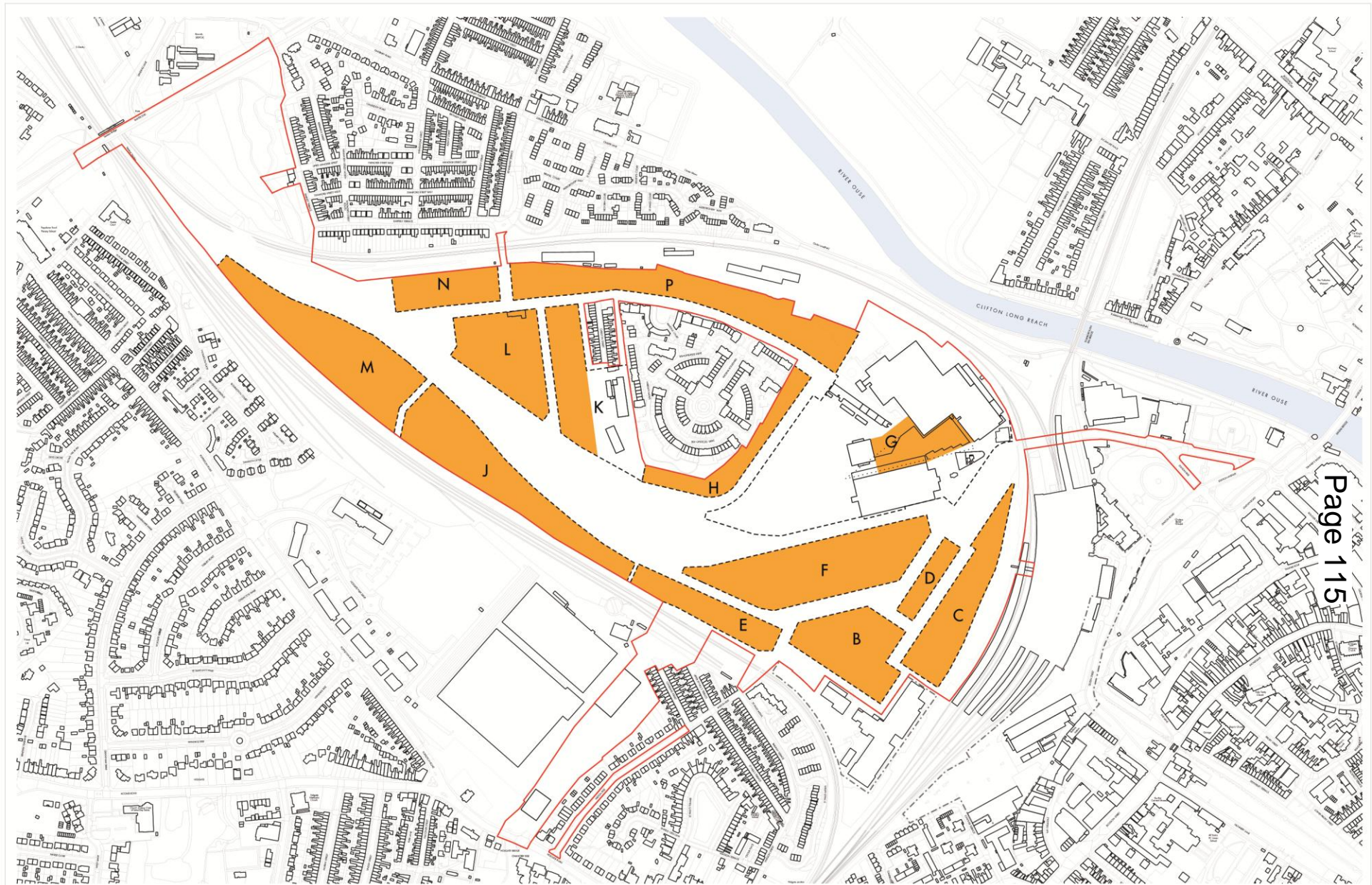


# Upper Floor Uses

Key

	Planning Application Boundary		Predominantly D uses		Development Zones - refer to YCMP-PP 005 for Zone Boundary & Zone Boundary Subdivision LOD
	Predominantly A uses		Predominantly C1 or B1 uses		<b>A</b> Development Zone name
	Predominantly B1 use		Predominantly car parking		NOTE: 'Predominantly' equates to proportion of floor area greater than 75% - 'Any permitted use' refer to Development Specification
	Predominantly C3 use		Predominantly car parking B1 or C1 uses		
	Any Permitted uses				
	Any Permitted uses (excluding C3)				





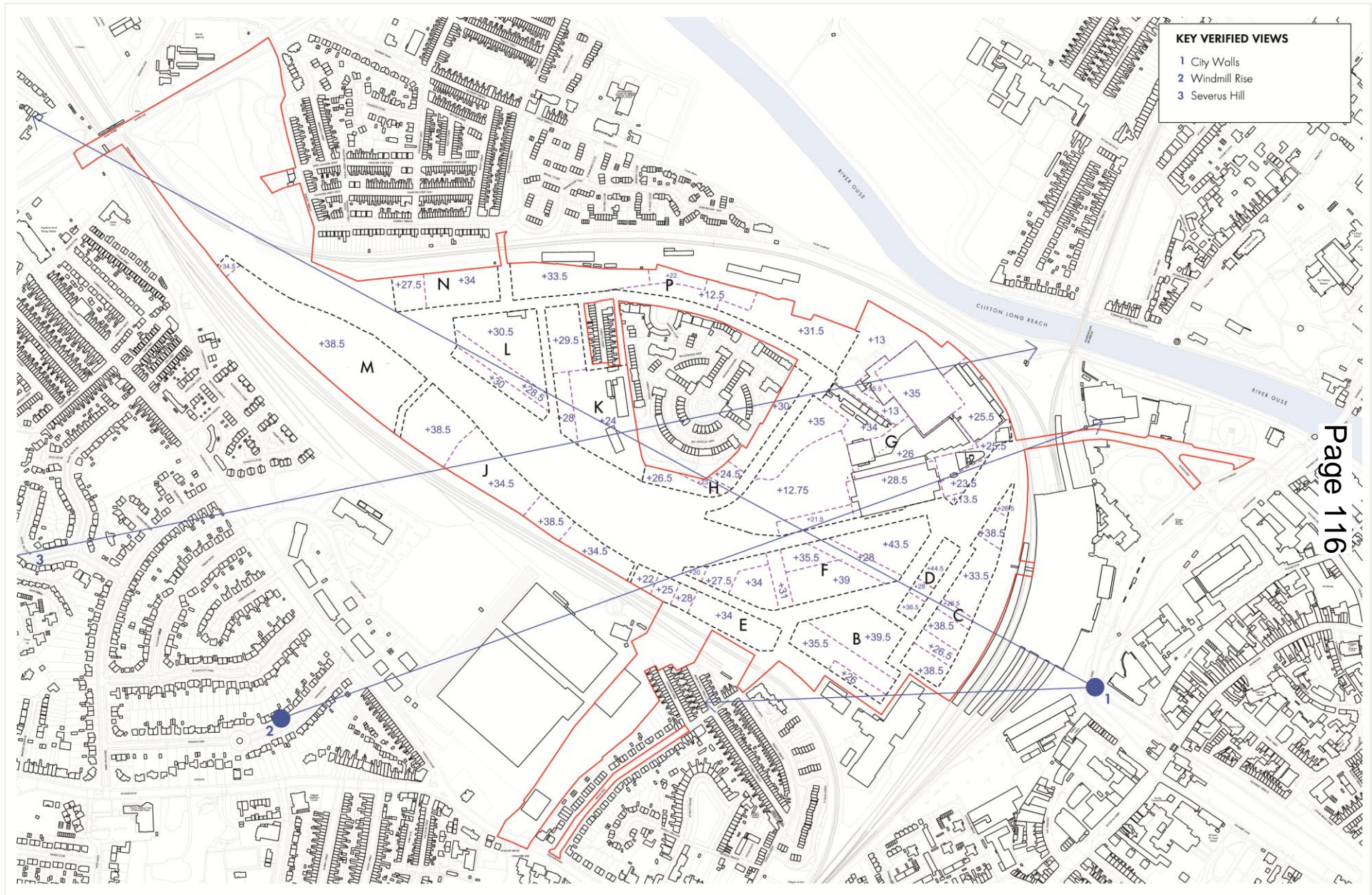
# Development Zones Below Ground

**Key:**

- Planning Application Boundary
- Any Permitted Uses to 6m A.O.D. below every A.O.D. presented in each Development Zone in YCMP:PP013
- Development Zones - refer to YCMP:PP 005 for Zone Boundary & Zone Boundary Subdivision LOD
- A** Development Zone name



- KEY VERIFIED VIEWS**
- 1 City Walls
  - 2 Windmill Rise
  - 3 Severus Hill

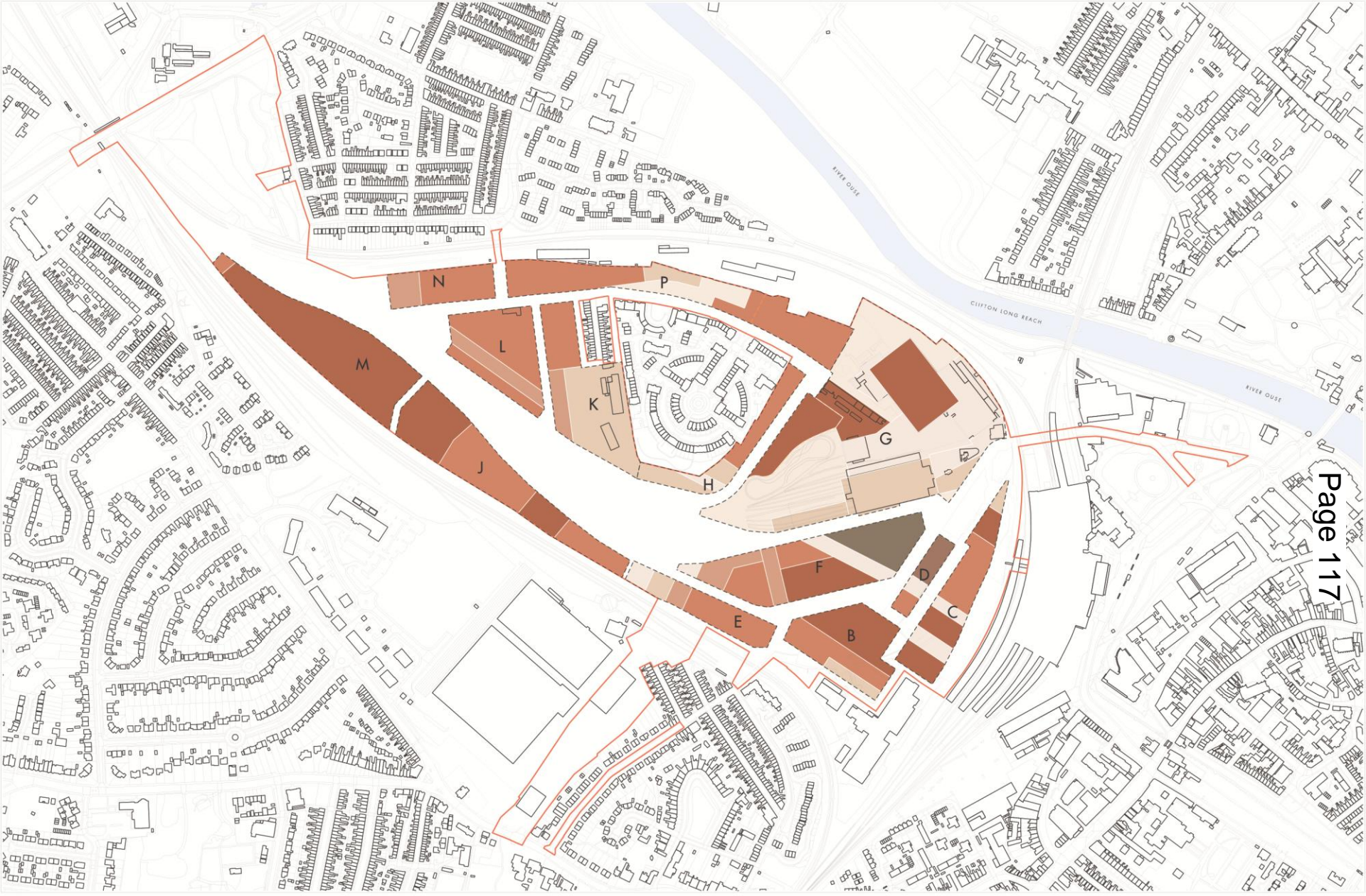


# Development Plots & Maximum Heights

**Key**

- Planning Application Boundary
- Development Zone Maximum Heights Subdivision
- +XX.0 Maximum Permitted Height (m A.O.D.) of building structure
- Key Townscape Views informing heights
- Development Zones - refer to YCMP:PP 005 for Zone Boundary & Zone Boundary Subdivision LOD
- A** Development Zone name



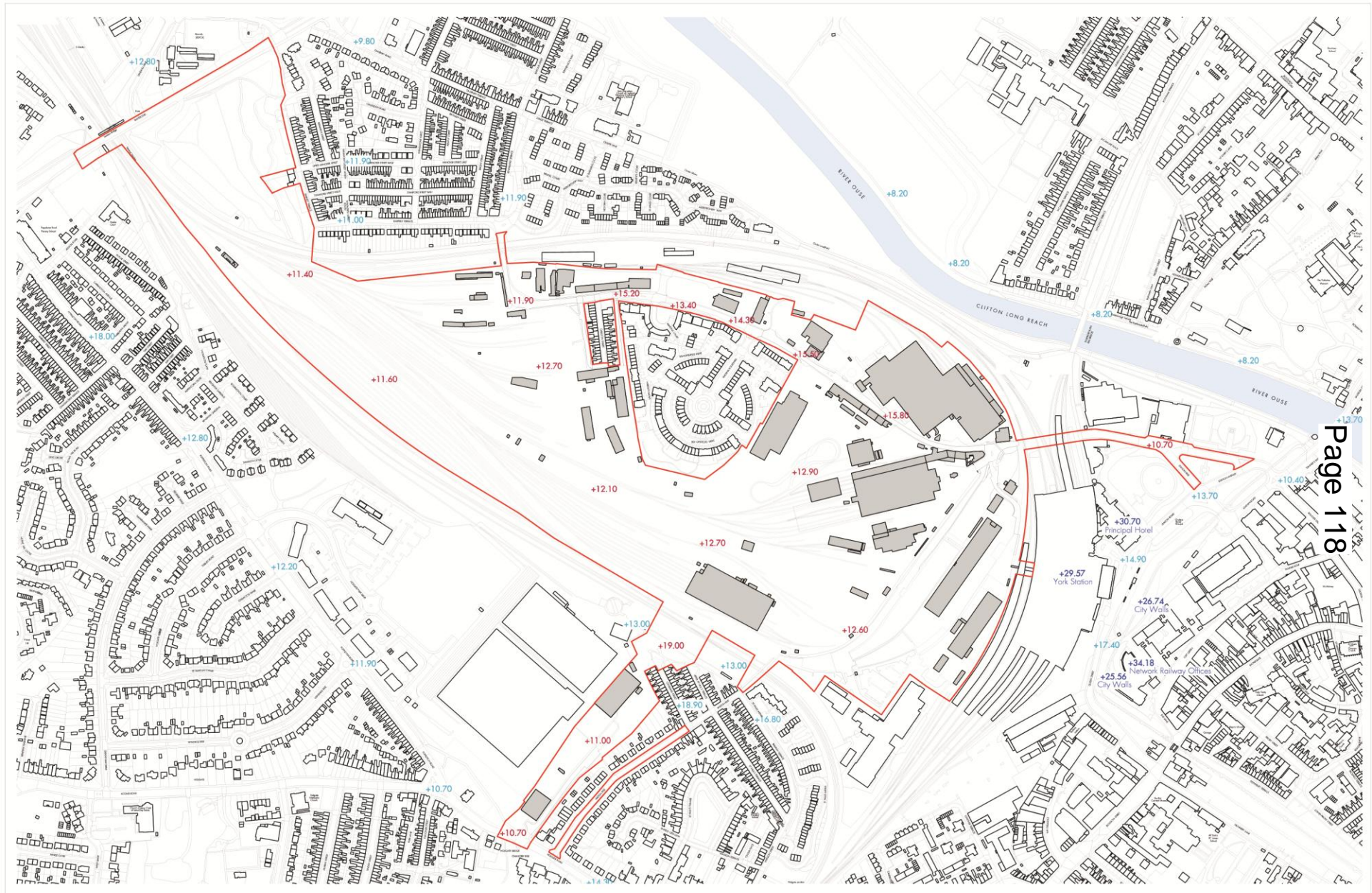



# Development Plots & Storey Heights

Key:

	Planning Application Boundary		4/5 storeys
	no building zone		5/6 storeys
	1/2 storeys		6/7 storeys
	2/3 storeys		7/8 storeys
	3/4 storeys		

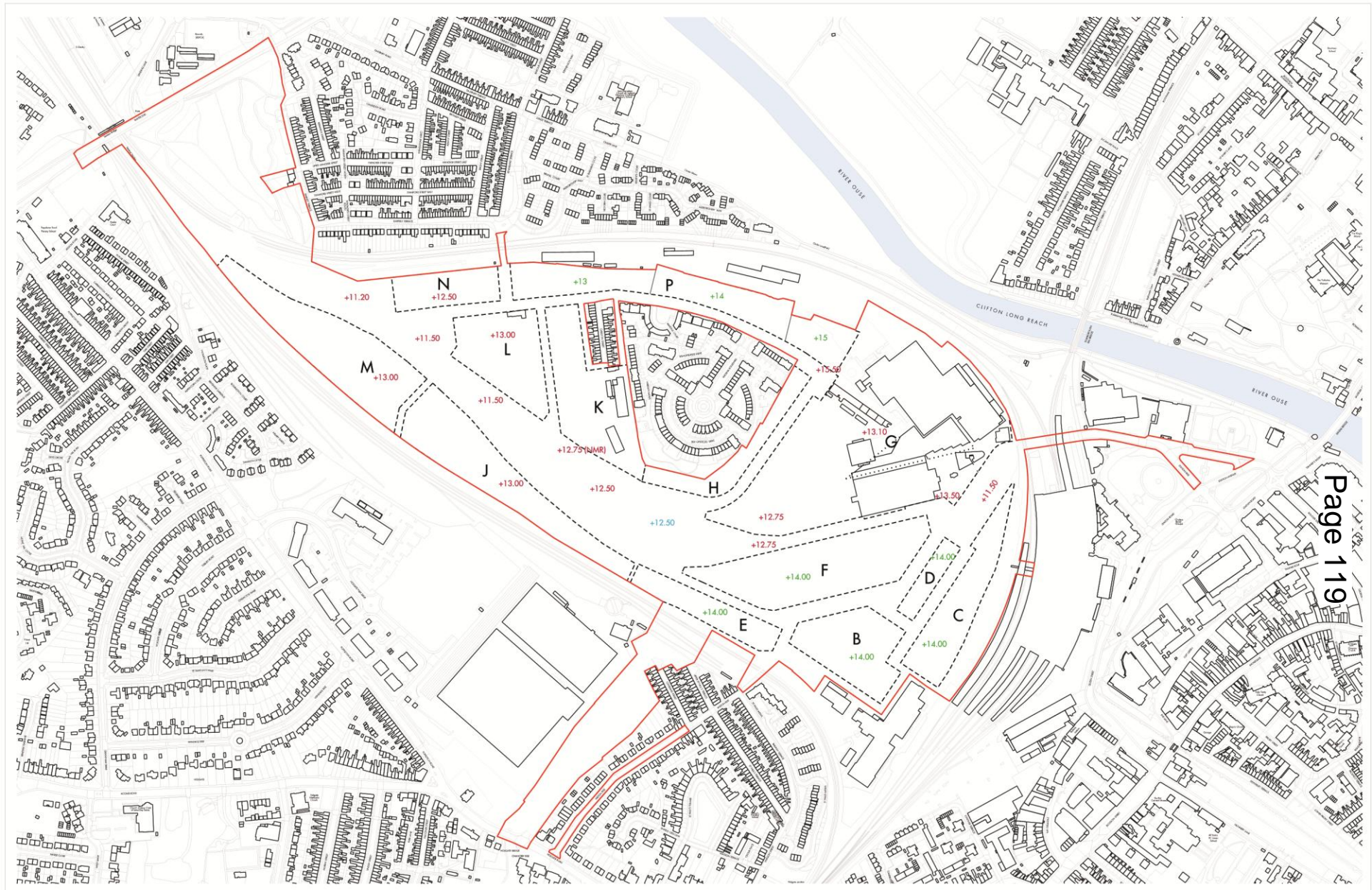




Key	
	Planning Application Boundary
+4.00	Existing Site Levels (m AOD) within Planning Application Boundary
+4.00	Existing Levels (m AOD) outside the Planning Application Boundary
+4.00	Existing Levels (approximated m AOD) of existing Buildings' rooftops

# Existing Site Levels





# Proposed Site Levels

Key:

- Planning Application Boundary
- +4.00 Proposed Site Level m AOD (Limit of Deviation +/- 1.5m)
- +4.00 Proposed Site Level m AOD (Limit of Deviation +/- 2.0m)
- +4.00 Proposed Site Level m AOD (Limit of Deviation +/- 4.0m)
- Development Zones - refer to YCMP-PP 005 for Zone Boundary & Zone Boundary Subdivision LOD
- A** Development Zone name





**Aerial view of illustrative masterplan from north**



**Aerial view of illustrative masterplan from north with maximum extents overlay**





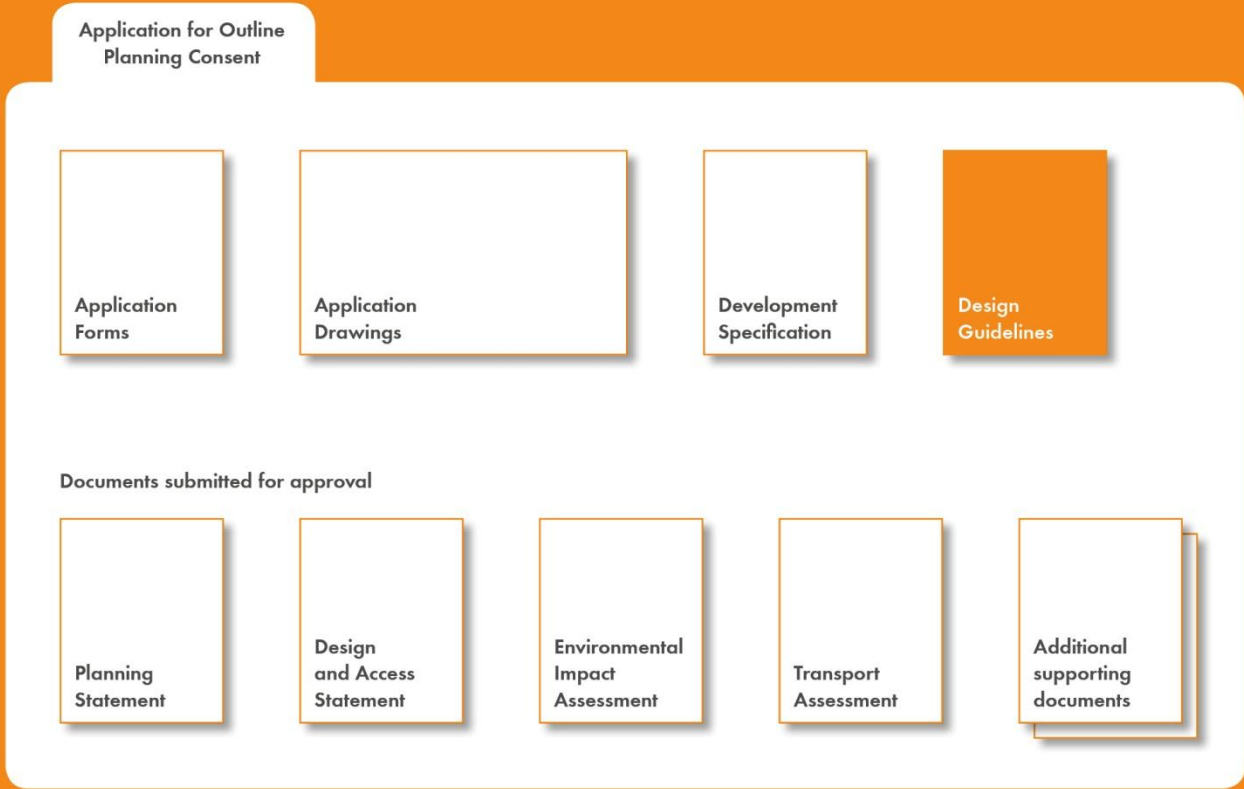
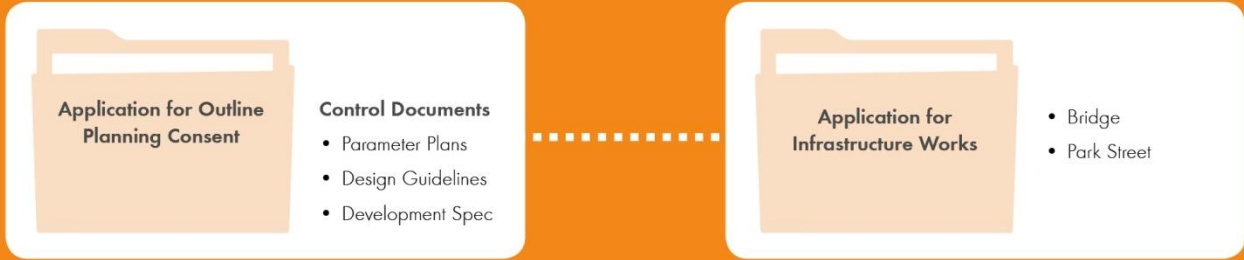
Aerial view of illustrative masterplan from south



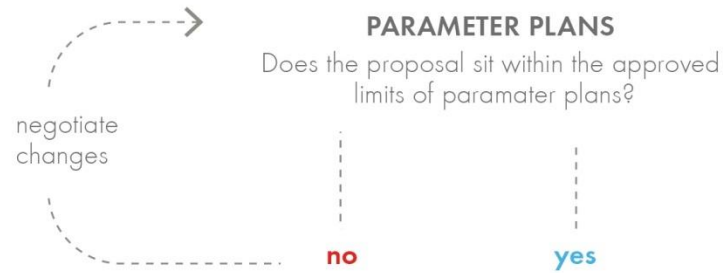
**Aerial view of illustrative masterplan from south with maximum extents overlay**



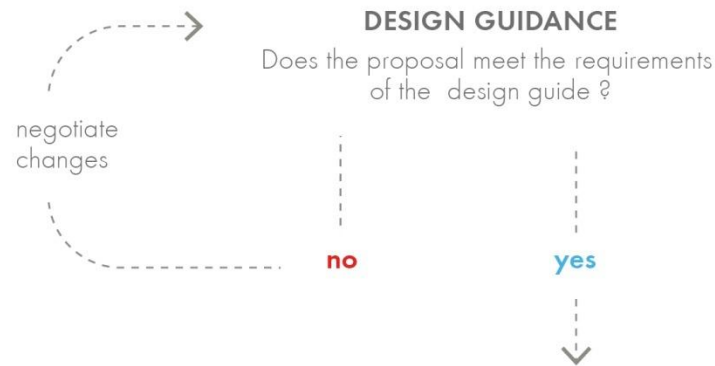
# Design Guide, Indicative Scope and format



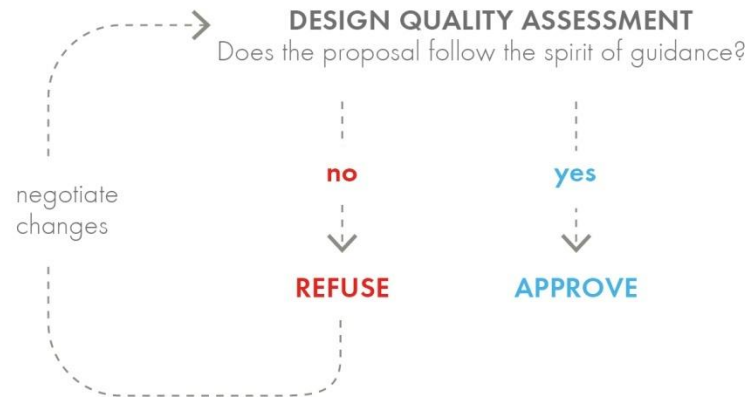
**Documents in the application**



LIMITS



MANDATORY REQUIREMENTS



GUIDANCE & JUDGEMENT

# the process of approval



INDICATIVE DESIGN GUIDE  
MATERIAL : ILLUSTRATIVE AND  
PARTIAL CONTENT ONLY

1. Introduction
2. Site and Context
3. The Development Vision
4. Townscape
5. Public Open Space
6. Streets
7. Building Typologies
8. Appearance
9. Glossary
10. Appendices

proposed structure

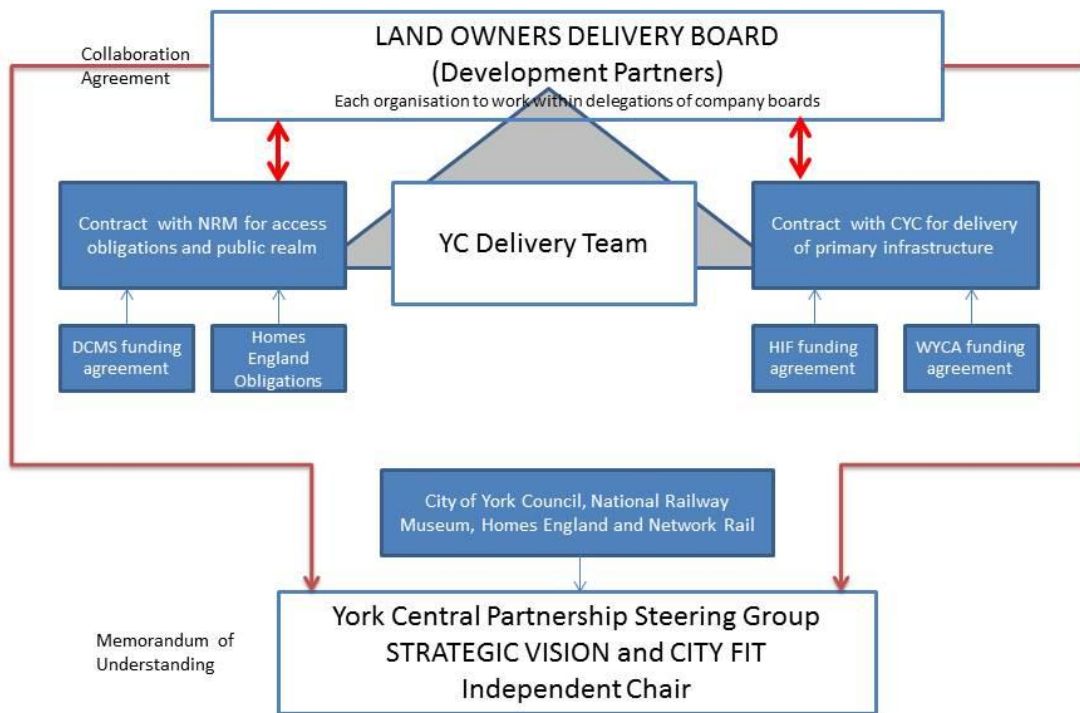
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## Draft Memorandum of Understanding

**Introduction**

This Memorandum of Understanding sets out the proposed relationship for the Partnership of Homes England, National Railway Museum (NRM), City of York Council (CYC) and Network Rail (NR) for the York Central project. This Partnership will provide the strategic vision for the project as set out in the following governance structure and set out the obligations of each partner to help to deliver York Central in line with the agreed masterplan. The delivery of the development will be led by the Development Partners (Development Partners to be confirmed) and the Development Partners will be the decision makers for the housing and commercial land, within the parameters and obligations of this MoU for the Partnership.

## Delivery of YC



This agreement is being progressed on the assumption Housing Infrastructure Fund (HIF) funding is available to contribute to the Off-Plot infrastructure costs.

**Objectives**

The purpose of this Memorandum of Understanding is to:

- Set vision and quality aspirations as per masterplan and design codes
- Set out delivery and management of scheme
- Commit all parties to the delivery of the masterplan
- Establish key principles including basis of contribution

The Partnership wishes to ensure the comprehensive delivery of the York Central Project. This is to be in line with the principles of the agreed masterplan for York Central, Outline Planning Application and to the agreed target timescales (as at Annex 1). The aim is to create a high quality, sustainable mixed use development and associated infrastructure and public realm.

**Vision** (note this vision will evolve with the project and in agreement by the Partners)

York Central provides a transformational opportunity to realise the significant ambition for economic and housing growth in York. York Central's excellent location in the heart of the city and next to York Railway Station will deliver a well-connected and sustainable neighbourhood accessible to all. Drawing on its railway heritage, it will be a place full of life and vitality, delivering a vibrant new part of the city, providing homes and jobs for the people of York.

The buildings and spaces at York Central will be high quality and complement the historic setting and fantastic connections to the city centre and railway network. Homes will range from first homes to those for families and for older people, suitable for all stages of life and affordable to all.

Businesses will benefit from a range of innovative and flexible workspaces for growing local companies and start-ups, as well as providing the capacity and quality of space to make York a landmark business destination and attract national and international businesses around York's growing industry strengths, such as in rail, insurance and digital. York Central will enable business growth and attract inward investment to create good quality jobs for the people of York.

The National Railway Museum will be the cultural heart of York Central. It has an exciting and ambitious emerging masterplan to tell the epic stories of the impact of railways on the world. The Museum will contribute to York's tourist industry with significant growth in visitor numbers discovering its world-class collection, with a new Central Gallery showcasing the latest innovations from the modern railway industry. A lively public square will be at the heart of the new community and will create a bold sense of arrival for residents, visitors and workers alike. Extensive public spaces and a wonderful public park for formal and informal cultural events will be available for community interaction, play and recreation.

High-quality digital and physical infrastructure will be provided from the outset, encouraging low carbon living and providing the flexibility needed for sustainable energy solutions fit for the 21st century.

York Central will prioritise pedestrians and cyclists with excellent public transport, creating convenient and safe pedestrian and cycle access through the site to the city centre, railway station and surrounding communities and linking into city-wide footpaths and cycle ways, to enjoy the wider York environment.

### **Partner Roles**

National Railway Museum (NRM) will act as the cultural heart of York Central. They will improve their existing facilities in York Central and deliver their expansion plans as per the Outline Planning Permission within the wider context of the York Central site.

City of York Council (CYC) will deliver infrastructure, be the planning applicant for infrastructure and recipient of funding, enable and facilitate inward investment, have the potential for their own investment and act in their statutory planning and highways functions.



Network Rail (NR) and Homes England will lead on the development of the site, acting as master developers for the site and bring forward development in line with the Masterplan. Homes England will seek to contribute to the funding of the infrastructure through the HIF.

The relationship between the Development Partners and delivery of the scheme will be governed by a separate Collaboration Agreement and supporting Agreements..

Individual obligations of the Partnership are set out under the headings below, all within the agreed target timescales as set out in Annex 1.

### **Land**

All to provide land and rights for delivery of the masterplan within dates of the agreed target timescales.

No Partner will seek to extract a ransom value over another by virtue of its ownership.

Land ownership and availability specifics:

- CYC to take freehold of adopted highway
- CYC to transfer freehold of portion of Leeman Rd where it bisects the Museum's existing land ownership at nil value to NRM to support the delivery of the NRM masterplan subject to statutory consent for the Stopping Up of Leeman Road where it bisects the museum
- NRM to lease its land lying within the proposed Museum Square to the Development Partners
- NR and Homes England to transfer the freehold of the land under the rail link to NRM. NRM to be granted permanent rights to use the siding connection to the National Rail Network.
- NRM to grant rights of access across the Steam-ride line at the designated point to facilitate the Masterplan objectives of circulation through the site.
- All reasonable endeavours to achieve Vacant Possession of York Yard South for purposes of York Central masterplan.
- All reasonable endeavours to deliver Vacant Possession of relevant areas of land to facilitate progress of Off-Plot infrastructure and development of plots.

Access specifics:

- CYC to acquire the required land to support the Western Access
- NR to make all reasonable endeavours to secure an alternative location for trackside access to facilitate Western Access route
- Western Access route design to ensure provision of adequate track side access to the Up Line of the ECML either adjacent to the Western Access route or at a suitable alternative location.
- NRM to provide pedestrian access through the Central Gallery during its normal opening hours (currently 10am to 6pm, 363 days per year)
- Improvements to Leeman Road pedestrian and cycle linkages from Marble Arch to Lendal Gyratory
- CYC (with NR) to progress improvements to Front of Station(East side)
- NR to progress improvements to West side of Station as part of Off-Plot infrastructure works.
- NRM to improve South Yard area, including adjacent to Homes England's Concrete Works site, and increase permeability in opening hours through the Museum external spaces.
- NRM to seek to bring the Stables back into repair and beneficial use.

If appropriate the Development Partners will seek to acquire further land for the York Central scheme such as land to the north of Leeman Road.

### **Planning**

Homes England and Network Rail commit to submitting an outline planning application in August 2018 for York Central, including specifically details of the area of Leeman Road to be stopped

Homes England and Network Rail to also submit a Stopping Up Order, under Section 247 of the Town and Country Planning Act 1990, to the Department for Transport.

CYC commit to submit a detailed application within the Agreed Target Timescales for York Central for the:

- Access road
- Bridge
- Spine road and associated works
- NRM rail link

Future reserved matters applications for other Off-Plot infrastructure will be submitted in line with the agreed target timescales.

The outline planning application will include Design Guidelines which will set the quality aspirations for the development. The application will include a commitment to 20% affordable homes.

CYC to make all reasonable endeavours to determine the outline planning application within the 16 week period.

CYC to make all reasonable endeavours to determine future Reserved Matters applications within the target timescales.

### **Delivery**

All to promote the scheme as per the masterplan.

The Development Partners will agree the Delivery Strategy for the site within the parameters of this MoU.

York Central shall be built out in line with the Parameters of the Outline Planning Permission and related Design Codes, with development agreements with private sector partner(s) requiring this.

CYC commitment to delivery of the new highway through the site subject to funding.

Development Partners commitment to developing the site and establishing long term management plan for public spaces.

Commitment from the Development Partners to exploring the opportunities for Custom Build/Community Led Housing.

Commitment from the Partnership to exploring the opportunities for sustainability/low carbon.

Commitment from the Partnership to the creation and delivery of an Employment and Skills Plan which seeks, where possible, to maximise local employment and skills opportunities.

The Partnership will continue to undertake wide ranging community engagement in the further development and delivery of York Central in line with an Engagement Framework agreed by the Partnership.

### **Governance**

This Memorandum of Understanding forms the basis of the Partnership Steering Group as set out in the diagram at page one. This Partnership will comprise a senior representative from each of the Partnership with appropriate delegations and will meet on a monthly basis.

Partnership Steering Group will have an Independent Chair who will be selected through a transparent process.

The Partnership agrees to be open and transparent in all transactions within their individual organisations, including land procurements and investment opportunities/decisions.

### **Funding**

CYC may choose to make further investment in additional broader social and economic benefits to be funded from EZ income should it arise, s106 monies or Council budgets and the Development Partners would seek to support this subject to the business case for this investment.

In the instance that the Off-Plot infrastructure is not fully funded the Development Partners will not look to the EZ income to support this in the first instance.

The Partnership will each support the other Partnership members to submit external funding bids for York Central.

The Partnership will seek external funding support where the YC objectives and outcomes closely align with grant funding objectives.

### **Related Agreements**

This agreement will be accompanied by the following related agreements:

- Collaboration Agreement between the Development Partners
- Planning Performance Agreement between the outline planning applicants and CYC
- Funding Agreement between the Development Partners and CYC for infrastructure delivery
- National Railway Museum and Development Partners Agreement

### **Private Sector Partner(s) Procurement**

The Development Partners will procure private sector partner(s) for the delivery of the development. The procurement of the private sector partners will be framed by a Delivery Strategy agreed by the Development Partners and transactions will be open and transparent.

### **Long Term Management**

The Development Partners will seek to establish a governance and charging mechanism for the long-term management of the completed development and its public realm.

CYC will adopt the highways where appropriate.

## **Duration**

York Central is a long term project, this Memorandum of Understanding will therefore last the duration of fifteen years from the point of signature.

Should the in-built flexibility to the Parameters of the Outline Planning Permission and related Design Guidelines not be sufficient to respond to any changes the Partnership may require in future or a departure from these is sought as part of the site's development then a member of the Partnership will be able to request an exception to the aforementioned requirement that York Central must be built out in line with these. The Partnership member must present a justification case to the Steering Group and seek agreement to this exception and this will require the relevant planning permissions to be sought.

## **Termination**

The Agreement can be terminated if there is a material breach by one or more Partners which is incapable of rectification. *[Note: The definition of material breach will recognise that this cannot be for something that is outside individual Partnership members' control]*

## **Annex 1 - Agreed Target Timescales**

### **Key dates:**

- Outline planning application to be submitted in August 2018
- Full planning application for access road, bridge, spine road and rail link submitted by October 2018
- Appoint an Independent Chair by end of October 2018
- Determination of outline planning application by January 2019
- Determination of full planning application by end of Feb 2019
- Submission of Stopping Up order by end of December 2018
- Agree Development Partners by end of March 2019
- Start on site of infrastructure by end of March 2019
- Delivery of funded infrastructure completed by end of March 2021
- Start on site of first phases of housing and commercial delivery by end of March 2020
- Delivery of National Railway Museum's Central Gallery by 2025
- CYC to transfer freehold of portion of Leeman Rd where it bisects NRM's existing land ownership to NRM on granting of Stopping Up consent
- NRM to lease museum square to the Development Partners at timescales in accordance with future Development Partners' Collaboration Agreement and supporting Agreements
- Vacant Possession of land and premises as per the project's target Vacant Possession Plan
- CYC to acquire the required land to support the Western Access by Spring 2019
- NR and Homes England to transfer the freehold of the land under the rail link to NRM at timescales in accordance with future Development Partners' Collaboration and supporting Agreements
- Improvement of Leeman Road pedestrian and cycle linkages from Marble Arch to Lendal Gyatory by March 2021



- Improvements to the Front of Station by March 2021
- Improvements to the West Entrance of the Station by March 2021
- NRM to seek to improve South Yard area, including adjacent to Homes England's Concrete Works site by March 2021
- Southern pedestrian link to be improved by March 2021

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'Better Decision Making' Tool  
Informing our approach to sustainability, resilience and fairness

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

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

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

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

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

**Introduction**

<b>Service submitting the proposal:</b>	Regeneration and Asset Management
<b>Name of person completing the assessment:</b>	Ben Murphy
<b>Job title:</b>	Commercial Development Officer
<b>Directorate:</b>	Economy and Place
<b>Date Completed:</b>	24.5.18
<b>Date Approved (form to be checked by head of service):</b>	11.6.18

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

1.1	<b>Name of the service, project, programme, policy or strategy being assessed?</b>
	The Executive report relates to the York Central project; a strategic development priority and sustainable growth location embedded in the Local Plan and corporate plan. Members will be asked to consider a masterplan for the site which has been developed by York Central Partnership (YCP) following an extended consultation, the detailed findings of which are also reported separately. Members will also be asked to consider a draft Memorandum of Understanding between the partner organisations relating to the project delivery mechanisms and structure, and to consider wider project engagement matters.

1.2	<b>What are the main aims of the proposal?</b>
	The main aim of the proposal is to secure the redevelopment of the York Central site, in order to deliver economic and housing growth for the City, alongside transport improvements and facilitation of improvement to the national railway museum.  The aims of the detailed proposals set out in the executive report are to ensure that the forthcoming planning application process will result in the delivery of an appropriate development scheme, as well as ensuring that the correct governance architecture will exist to allow partners to undertake activity to de-risk and facilitate the scheme.

1.3	<b>What are the key outcomes?</b>
	The principal outcomes of the project will be increases to housing and employment floorspace supply, with attendant GVA/ economic and housing affordability benefits, improvements to accessibility and connectivity in the vicinity of the site, brownfield land remediation, provision of public parks and open spaces, and benefits to City leisure offer and associated tourism draw and spend.  The key outcomes of the specific Executive decision will be to ensure that the frameworks which guide development are appropriate and fit for purpose and that progress can be made to de-risk and facilitate the scheme in accordance with programme to enable principal project outcomes.

**Section 2: Evidence**

2.1	<b>What data / evidence is available to support the proposal and understand its likely impact?</b> (e.g. hate crime figures, obesity levels, recycling statistics)
	The York Central development proposition is supported and evidenced at a strategic level through its inclusion as a mixed-use development allocation in the emerging Local Plan (and in the supporting evidence base for the plan such as Employment Land Review and Strategic Housing Land Availability Assessment). Output metrics set out at 1.3 above are routinely monitored by the Local Planning Authority. Additionally, a bespoke selection of metrics are monitored as part of the Enterprise Zone designation at York Central on a quarterly basis. Technical impact assessment will also be produced to support the planning application for the site.

2.2	<b>What public / stakeholder consultation has been undertaken and what were the findings?</b>
	Public and stakeholder consultation was undertaken by YCP for a 6 week period between March and April 2018. This was accompanied by an ongoing wider community conversation facilitated externally by 'My York Central'. This activity was preceded by access options consultation between August - September 2017, and a broad site development principles consultation in 2016. The emerging partnership also regularly engage with a project specific Community Forum.  The findings and outcomes from the latest consultation (as well as preceding rounds) have been considered in detail by YCP and have informed the masterplan approach. They are also reported as part of the Executive report.

2.3	<b>Are there any other initiatives that may produce a combined impact with this proposal?</b> (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)
	Wider development and transport related initiatives will have impacts when considered in combination with the York Central scheme. Strategic cumulative assessment of these issues is undertaken as part of the strategic plan / development planning process, and will also inform the planning application and supporting studies. The masterplan has been developed with regard to these impacts.  The development project is one of a number in which the Council is engaged commercially, and which could be considered collectively in terms of resource, impacts and outcomes.

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

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

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

**Equity and Local Economy**

Does your proposal?	Impact	What are the impacts and how do you know?
3.1 Impact positively on the business community in York?	Positive	Endorsing the YCP masterplan and MoU will facilitate the progression of a major mixed-use development scheme including a significant quantum of new commercial floorspace, increasing the critical mass of the business community through attracting inward investment and offering space for growth. The report sets out an aspiration for the Council to undertake direct investment in the development of commercial property to deliver affordable workspace and growth opportunities for developing businesses and HE institutions.  The MoU considered in the report seeks to establish the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that scheme delivery is de-risked and facilitated to enable growth.
3.2 Provide additional employment or training opportunities in the city?	Positive	As well as the direct and indirect employment generation benefits summarised at 3.1, there is scope for the Enterprise Zone status of the site to enable funding to support skills and training agendas, though these are not yet defined at the emerging outline application stage.
3.3 Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?	Neutral	Whilst the scheme doesn't specifically target those from disadvantaged backgrounds or underrepresented groups, the benefits of economic growth will be felt through the whole City economy, bringing economic opportunities indiscriminately. The site is located in the Holgate and Micklegate wards, respectively the Cities 6th & 5th most deprived wards (2015 IMD), and the redevelopment will potentially offer more immediate and direct benefits to these local residents. Consultation has been designed to target underrepresented groups to ensure they play an active role in shaping the development.

**Health & Happiness**

Does your proposal?	Impact	What are the impacts and how do you know?
3.4 Improve the physical health or emotional wellbeing of residents or staff?	Positive	The masterplan development scheme incorporates significant areas of open space, walking and cycling connectivity improvements and community uses on what is currently a semi derelict brownfield site. The scheme will also result in the relocation of noisy and polluting operational rail uses away from residential areas. The scheme will provide new homes across a range of tenures as well as providing employment development to boost economic wellbeing. The scheme has been designed to minimise impacts from development including air quality and the planning submission will fully test and evidence residual impacts as well as proposing mitigation and compensation as appropriate. Overall the scheme is considered to have a net positive impact on physical health and emotional wellbeing of existing and new residents.  The report sets out an ambition for the Council to become directly involved in the facilitation/ delivery of social infrastructure including health facilities at the site. These uses will be facilitated and consented in the masterplan parameters.
3.5 Help reduce health inequalities?	Positive	Health inequalities can be caused by economic and work factors, access to services and exposure to environmental impacts. The York Central development is anticipated to bring about significant economic improvements for the City and region, which will be felt indiscriminately through all relevant communities. The scheme will result in the displacement of some existing lower value employment uses (operational rail related etc) though these will be relocated to more appropriate built environments and the scale of job growth in high value employment sectors will far outweigh that of the displaced employment. The development will allow for new community services and facilities to be provided in a central location, and accessible for all. The report to members sets out an ambition for the Council to become directly involved in the facilitation/ delivery of social infrastructure including health facilities at the site. The scheme will result in traffic generation, though at the same time, new access routes will also alleviate congestion and delay in areas of known poor air quality. The planning application will fully assess the scale and nature of environmental impacts and propose suitable avoidance strategies, mitigation and compensation where appropriate. The development will result in the remediation of land known to currently be contaminated. The benefits of the development will likely be felt more acutely in those local communities where, as noted in response to 3.4, levels of deprivation are higher than average for York, and consequently health outcomes could be assumed to be worse.
3.6 Encourage residents to be more responsible for their own health?	Unsure	The masterplan incorporates high quality pedestrian and cycle links through the site and connecting it to the wider area including residential communities and commercial/ leisure areas. These routes should encourage residents to travel in more sustainable and healthy ways (walking and cycling), taking some more responsibility for their own health.
3.7 Reduce crime or fear of crime?	Positive	The masterplan has been designed to provide a range of attractive and high quality public spaces and facilities, well overlooked by active uses and well lit throughout. Improvements are also planned to the existing Marble Arch route under the east coast mainline to improve the environment in the area and public perceptions of the space. Leeman Road would be diverted in the plans and a more attractive and better populated route provided.
3.8 Help to give children and young people a good start in life?	Positive	The development includes a range of public open spaces, routes and community facilities which will provide a safe, attractive and healthy environment for children and young people. Specific outdoor facilities for the young will be provided as part of the open space corridor, and whilst the scheme doesn't specifically target those from 'at-risk' groups, the physical improvements are located in two of York's more deprived wards as summarised in response to 3.3.

**Culture & Community**

Does your proposal?	Impact	What are the impacts and how do you know?
3.9 Help bring communities together?	Positive	The redevelopment scheme incorporates the provision of infrastructure to ensure new and improved connectivity through the site and between it and adjacent communities. Links to the Phoenix Boulevard and Salisbury Road communities are particularly important in this respect as both are currently quite physically isolated within the City with few facilities/amenities. The masterplan is also the result of extended community consultation, including the establishment of a community forum, throughout which the intention has been to ensure that the development, as far as is possible, fully reflects and incorporates the views and aspirations of the community.  The report also outlines an aspiration for the Council to become directly involved in the delivery and facilitation of social infrastructure at the site, including mixed tenure affordable housing, older persons accommodation across a range of delivery models, community facilities including health social and leisure. The report also highlights an aspiration for community facilities to be delivered on the site which are shaped, delivered and/or managed by communities, ensuring that their needs are met and bringing them together. The report also sets out an aspiration for communities to be involved in the design, delivery and operation/ management of community facilities, ensuring that they best meet needs and bringing communities together.
3.10 Improve access to services for residents, especially those most in need?	Positive	The proposed development includes improved public transport services and provision of community facilities, as well as infrastructure that will aid connectivity through the site between the adjacent residential communities and City Centre. The scheme will not discriminate positively or negatively in terms of residents most in need, other than in the provision of affordable housing, which will be safeguarded in perpetuity for those in highest need, and is intended to be provided at a rate of 20% of all residential units across the site.  The MoU considered in the report to Members starts to establish the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from its outset and throughout its lifetime.
3.11 Improve the cultural offerings of York?	Positive	The masterplan proposals incorporate significant improvements to the national railway museum, a major cultural asset of the City, allowing the museum to increase patronage, operate more efficiently and improve the dissemination of information to residents and visitors. These improvements will be facilitated through the masterplan's approach to infrastructure delivery. Additionally, the wider development site contains many heritage assets associated with the City's industrial railway past. It is intended that these are retained within the development where appropriate, their condition and settings improved, and a greater understanding of their collective cultural value engendered through this. It is also proposed that great public art be provided as part of the scheme.
3.12 Encourage residents to be more socially responsible?	Positive	The development scheme at York Central has been shaped and informed by extensive community engagement, with specific consultation events and a community forum established. It is hoped that this process, and its physical manifestations in masterplan evolution has encouraged residents to engage in shaping/ improving their community and will both continue to influence the development and provoke wider engagement and social responsibility in development schemes.



Zero Carbon and Sustainable Water		
Does your proposal?	Impact	What are the impacts and how do you know?
3.13 Minimise the amount of energy we use and / or reduce the amount of energy we pay for? E.g. through the use of low or zero carbon sources of energy?	Positive	<p>The environmental (and carbon) impact of energy consumption is an important aspect of the project's sustainability, and reducing the scheme's impact has been considered in the development of the masterplan and will be assessed in detail as part of the forthcoming planning applications.</p> <p>At a strategic level, the development will result in energy savings over existing residential and commercial stock through the provision of accommodation to contemporary standards and regulations, which are more rigorous in terms of energy performance than those which prevailed at the time of the construction of existing City stock. The development is also in a central location, with amenities on it's doorstep and exceptionally well served by public transport, lending the development competitive advantage over other development locations in terms of travel related energy consumption.</p> <p>At a site level, the masterplan is configured in order to reduce energy consumption, taking advantage of, for example, solar heating and natural ventilation. Installation of low or zero carbon sources of energy are also being explored by the partnership as part of the detailed scheme development, though conclusions have not yet been reached on this matter. A high level feasibility study undertaken in 2017 concluded that gas fired district heating may be a feasible site option though was not likely to be commercially viable without subsidy. Given the inflexibility introduced by such a scheme and inherent commercial risk, and in the context of the decarbonisation of grid supply, alternative routes to energy efficiency at the site may prove more beneficial.</p> <p>The MoU considered in the report sets out the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
3.14 Minimise the amount of water we use and/or reduce the amount of water we pay for?	Positive	<p>The environmental impact of water consumption is an important aspect of the project's sustainability, and reducing the scheme's impact has been considered in the development of the masterplan and will be assessed in detail as part of the forthcoming planning applications.</p> <p>At a strategic level, the development will result in water usage savings over existing residential and commercial stock through the provision of accommodation to contemporary standards and regulations, which are more rigorous in terms of performance than those which prevailed at the time of the construction of existing City stock.</p> <p>The opportunities for additional measures such as communal rainwater harvesting and grey water recycling are also being considered and a site wide approach to water management will be set out in planning application supporting documents. Individual buildings will be designed and developed by private sector partners to the scheme, who are not yet appointed. Internal building measures will be more appropriately defined at reserved matters planning application stage. The report sets out the aspiration for the development to deliver an exemplar approach to water management to respond to climate change and manage and mitigate the impact of flooding and enable us to live well with water.</p> <p>The MoU considered in the report to Members starts to establish the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
Zero Waste		
Does your proposal?	Impact	What are the impacts and how do you know?
3.15 Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?	Positive	<p>In a strategic sense, the redevelopment of the underused brownfield site and the associated reduction in development that has to take place in the draft greenbelt) achieves much to reduce waste. Physical waste in the construction phases of the scheme will be minimised through the reuse of buildings and infrastructure where feasible/ practical, and the recycling of on-site materials as much as is possible in site clearance and land preparation work. This is driven by both sustainability and financial imperatives. Land contamination will result in some material not being capable of being reused.</p> <p>Appropriate Waste recycling facilities will be incorporated into detailed building design - the report to members outlines a desire to trial new and innovative approaches to waste management at the site, to ensure that facilities are integrated into the built development. Council officers are engaged with the masterplan development in this respect.</p>
Sustainable Transport		
Does your proposal?	Impact	What are the impacts and how do you know?
3.16 Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?	Positive	<p>The masterplan incorporates significant sustainable transport prioritisation measures, including new and improved pedestrian and cycle infrastructure, accessibility improvements to York Station, (including disabled access to west) to seamlessly integrate this travel option into the commercial quarter, and new bus links and halt facilities. Bus priority measures at Marble Arch are also being considered as part of the masterplan. The scheme also incorporates low levels of parking, in order to prioritise more sustainable modes. The masterplan also incorporates capacity improvements to York rail station including additional platforming, which will improve regional and national rail connectivity to and from the site. The associated (but separate) front of station project will also transform the station arrival and interchange experience for users. The MoU considered in the report establishes the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
3.17 Help improve the quality of the air we breathe?	Mixed	<p>The masterplan incorporates a new road link from Water End, which will provide an alternative route for traffic to the congested Salisbury Terrace route which is known to suffer from poor air quality and was formerly an air quality management zone. The configuration and physical context of the new access route will preclude the generation of similar issues in this new area. The general approach to sustainable transport prioritisation set out at 3.16 will help to reduce the generation of pollutants in association with the development scheme, and the planning application will include detailed analysis of air quality impacts and mitigation measures as appropriate.</p>
Sustainable Materials		
Does your proposal?	Impact	What are the impacts and how do you know?
3.18 Minimise the environmental impact of the goods and services used?	Positive	<p>The goods and services used in relation to the York Central project should be considered to be the physical built environment (in both it's construction and occupancy phases), and the transport services used in the daily occupancy of the scheme.</p> <p>A holistic approach to sustainability is being taken for the built environment at York Central in order to optimise performance in the context of a site which is relatively constrained in deliverability and viability terms. Not all of the project detail will be known at Outline application stage, with many detailed matters reserved for subsequent reserved matters or full applications. The scheme must also retain flexibility over the long term to respond to new technologies and market conditions given that it will take some 20 years to construct. That said, the outline application and indicative masterplan will set strategic parameters and constraints, within which development will be brought forward. The application will also be accompanied by a sustainability statement which sets out the measures that will be incorporated into the scheme at this stage. This will consider matters across the themes of water management, landscape and ecology, energy &amp; carbon (demand and supply), transport, social &amp; economic, health &amp; wellbeing, materials &amp; waste, and climate adaptation.</p> <p>In terms of the latter transport issues, these are considered at 3.16 and 3.17 above.</p>
Local and Sustainable Food		
Does your proposal?	Impact	What are the impacts and how do you know?
3.19 Maximise opportunities to support local and sustainable food initiatives?	Unclear	none direct at this stage
Land Use and Wildlife		
Does your proposal?	Impact	What are the impacts and how do you know?
3.20 Maximise opportunities to conserve or enhance the natural environment?	Positive	<p>In a strategic sense, the redevelopment of this brownfield site will reduce the amount of development that must take place on greenfield sites as part of the City's Local Plan. In addition, the site masterplan contains significant areas of open space, configured to provide a biodiversity corridor and contain a range of habitats, responding to the site's limited existing ecological interest. Known ecological interest identified within the site will be conserved and enhanced as part of the scheme.</p> <p>The MoU considered in the report establishes the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
3.21 Improve the quality of the built environment?	Positive	<p>The masterplan envisages creation of a high quality built environment, with a framework of attractive new public spaces and parks set out, and the settings of the site's heritage assets improved. The land is currently derelict and underused, with poor environment in those areas that are publicly accessible around Leeman Road and the Station/ NRM, which will be improved markedly through regeneration of any kind.</p> <p>The MoU considered in the report to Members starts to establish the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
3.22 Preserve the character and setting of the historic city of York?	Positive	<p>This is a key requirement of the site masterplan, which reflects extensive dialogue with the local planning authority, historic england and local heritage amenity groups. The scale, massing and configuration of accommodation set out in the masterplan establishes an appropriate relationship with the historic City, defining views and vista's and respecting those on-site heritage assets including grade II* listed railway station, improving their setting and condition and aiding interpretation of the area which is of interest in terms of York's industrial development from the 19th Century.</p>
3.23 Enable residents to enjoy public spaces?	Positive	<p>The masterplan incorporates significant public open spaces throughout, which will be high quality and accessible for all. Ground floor uses are envisaged in the masterplan to enliven and animate open spaces whilst providing convenient facilities for people to use. The related but separate front of station project also creates new and improved public spaces for residents to use.</p> <p>The MoU considered in the report establishes the route through which the Council could be directly involved as the funder/ delivery agent of site infrastructure in this respect, ensuring that the highest achievable standards are embedded in the scheme from it's outset and throughout it's lifetime.</p>
3.40	Additional space to comment on the impacts	

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

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

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

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

		Impact	What are the impacts and how do you know?
4.1	Age	Positive	The report highlights the potential for the council to engage with delivery of social infrastructure at the site, including facilitating the increased supply and variety of accommodation for older people and helping to meet intergenerational need.
4.2	Disability	Positive	The masterplan incorporates new disabled access to the western entrance of the railway station, replacing the existing stepped access. New spaces and buildings throughout the masterplan will be constructed to modern, equalities compliant standards.
4.3	Gender	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.4	Gender Reassignment	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.5	Marriage and civil partnership	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.6	Pregnancy and maternity	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.7	Race	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.8	Religion or belief	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.9	Sexual orientation	Neutral	The benefits of the redevelopment scheme will generally be conferred indiscriminately in this respect. The report recommends that delivering housing to meet identified target need, including in the LGBTQ community be explored.
4.10	Carer	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
4.11	Lowest income groups	Positive	The masterplan incorporates a significant quantum of affordable housing, which will be made available in perpetuity to those in financial need. The scheme also incorporates public transport improvements and is located in two of the more deprived City wards, allowing the benefits or economic growth and new community facilities to be of particular benefit to these communities.

4.12	<b>Veterans, Armed forces community</b>	Neutral	The benefits of the redevelopment scheme will be conferred indiscriminately in this respect.
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<b>Human Rights</b>	
Consider how a human rights approach is evident in the proposal	

		Impact	What are the impacts and how do you know?
4.13	<b>Right to education</b>	<b>Positive</b>	The development will make contributions to education provision as negotiated with the Local Education Authority. The scheme facilitates expansion and improvement of the NRM which has an important educational function.
4.14	<b>Right not to be subjected to torture, degrading treatment or punishment</b>	Neutral	
4.15	<b>Right to a fair and public hearing</b>	<b>Positive</b>	Extended public consultation and engagement on the masterplan has been undertaken and this process of engagement is planned to continue.
4.16	<b>Right to respect for private and family life, home and correspondence</b>	Neutral	
4.17	<b>Freedom of expression</b>	<b>Positive</b>	Extended public consultation and engagement on the masterplan has been undertaken and this process of engagement is planned to continue.
4.18	<b>Right not to be subject to discrimination</b>	<b>Positive</b>	Public consultation and engagement on the masterplan was designed and undertaken to ensure that this objective is achieved
4.19	<b>Other Rights</b>	Neutral	

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



**Section 5: Planning for Improvement**

5.1	<p><b>What have you changed in order to improve the impact of the proposal on the One Planet principles?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p> <p>As previously reported, every opportunity is being explored to deliver the best outcomes achievable in the masterplan, including through using the One Planet principles.</p>
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5.2	<p><b>What have you changed in order to improve the impact of the proposal on equalities and human rights?</b> (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p> <p>The masterplan consultation and engagement has been designed to engage broad public opinion in the project moving forward, the most recent round of consultation was extended to include activity facilitated independently by the My York Central group to broaden the debate and deepen understanding of needs and aspirations of all York residents</p>
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5.3	<p><b>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits?</b> e.g. consultation with specific vulnerable groups, additional data)</p> <p>Public consultation is planned to take place as part of the process leading to the submission of subsequent planning applications, for the detailed access road design, and as an ongoing process over the lifetime of the project. Quarterly monitoring of the project is undertaken to ensure that benefits are being realised as anticipated.</p>
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5.4	<p><b>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal?</b> (Expand / insert more rows if needed)</p>
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Action	Person(s)	Due date
To ensure that sustainability is optimised in the planning applications submitted	YCP project team	Aug-18
To ensure further consultation maximises opportunity for broad public engagement and is designed and delivered in accordance with the One Planet Principles.	YCP project team	Ongoing
To optimise the projects delivery against One Planet principles, in the context of scheme and partnership opportunities and constraints.	YCP project team	ongoing, with key programme milestones for phased scheme delivery
To ensure that YC partnership members and advisors remain fully cognisant of the One Planet principles and their relationship to this project.	CYC members of project team	Ongoing







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**Executive****21 June 2018**

Report of the Assistant Director – Housing &amp; Community Safety

**Homeless Strategy 2018-23 ‘Preventing Homelessness Together’ and action plan****Summary**

1. It is a legal requirement to have a homeless strategy. The current strategy is until July 2018 and the Homelessness Strategy 2018-23 ‘Preventing Homelessness Together’ and action plan will replace it

**Recommendations**

2. The Executive is asked to:

Sign off the completed action plan 2013-18 and agree to adopt and publish the new Homelessness Strategy 2018-23 ‘Preventing Homelessness Together’ and action plan which outlines the national and local context affecting and contributing to homelessness and the actions that will be taken in York to address these issues.

- Reason – The Homelessness Strategy is a legal requirement. The Homelessness Reduction Act 2017 places new duties on the Local Authorities to prevent and relieve homelessness and this strategy and action plan set out proposals to achieve this.

**Background**

3. There is a duty on all Local Authorities to provide an advice service to all homeless people and those at risk of homelessness. In addition the Local Authority has a duty to provide temporary accommodation for certain households in accordance with the Housing Act 1996 (as amended by Homeless Reduction Act 2017).
4. The Homeless Reduction Act 2017 came into force on 3/4/18 and places duty on all Local Authorities to prevent homelessness to anyone at risk of homelessness within 56 days. This service is available to anyone within the district and will have an impact of future recording and statistics.

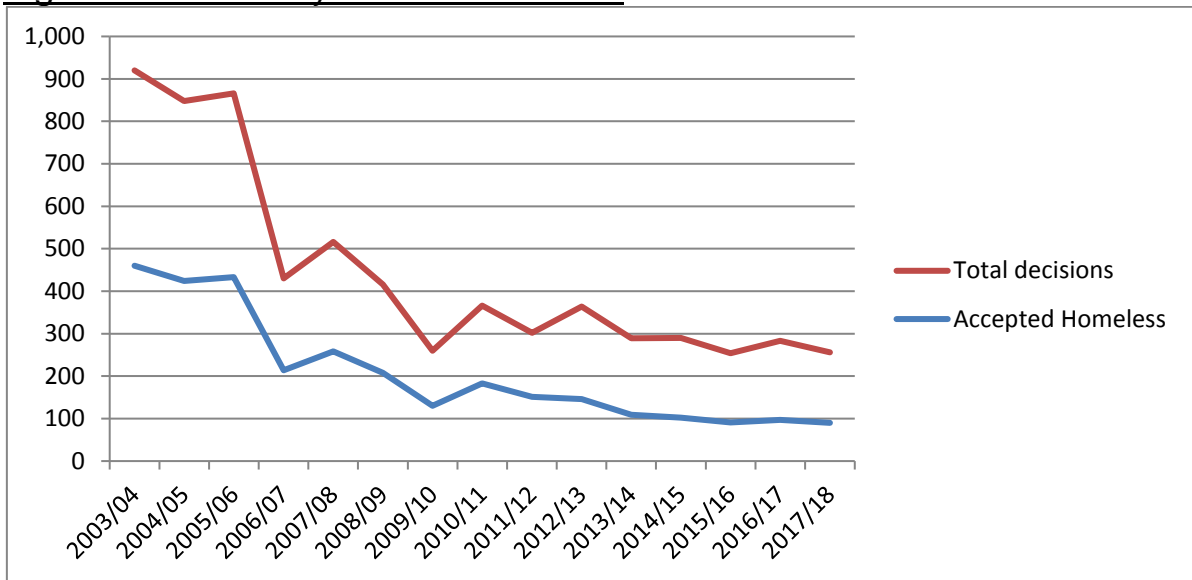
5. Historically (until 3/4/18) **Statutory homelessness** refers to those people who have made a homeless application to their local authority and have met the necessary criteria set out in Housing Act 1996 (Part 7) to be accepted as eligible for assistance (subject to immigration status), homeless, in priority need, unintentionally homeless and have a local connection. This group may include families, pregnant women and vulnerable single people.
6. **Non-statutory / non-priority homeless** tend to be single people or childless couples who are not assessed as being in priority need and were only entitled to 'advice and assistance' including support to access private rented accommodation, housing via North Yorkshire Home Choice ('waiting list') or supported housing.
7. **Rough sleepers** are people who are roofless / street homeless. This is a relatively small number of people when considering the wider population of York. The rough sleepers in York are known to the homeless service and they have been offered assistance with accommodation. Some of them refuse help others have been excluded from schemes because of their behaviour. There is a perception that people who beg are sleeping rough that is not always the case.
8. A robust strategy and action plan helped City of York Council in 2016 achieve 'Gold Standard' for homeless services
9. The Homeless Strategy action plan is monitored by Homeless Strategy Executive Group. A number of action points were deleted in 2015 action plan review. From 2015-18 there were 92 actions, of which over the 5 year action plan as superseded In the 2013-18 strategy and action plan 77% of the actions have been completed or on track, those that remain outstanding will be carried over to the 2018-23 strategy they including some longer term actions which require significant investment or are governed by legislation, such as the re-provision of Ordnance Lane, exploring the option of developing supported lodgings for adults, looking at use of family intervention tenancies, flexible tenancies, looking at alternative use of social housing (Houses in Multiple Occupation)
10. Important completed action points include (full details in appendix 1)
  - Reviewing and restructuring Housing Registrations to improve process and customer contact
  - Provision of dementia friendly accommodation (Glen Lodge)
  - Retender housing support contracts
  - Provision of a women only hostel
  - Set up Intensive Housing Management support scheme
  - Achieved Gold Standard for Housing Options services

- Improved multi-agency homeless training
- Reduction in use of B&B accommodation

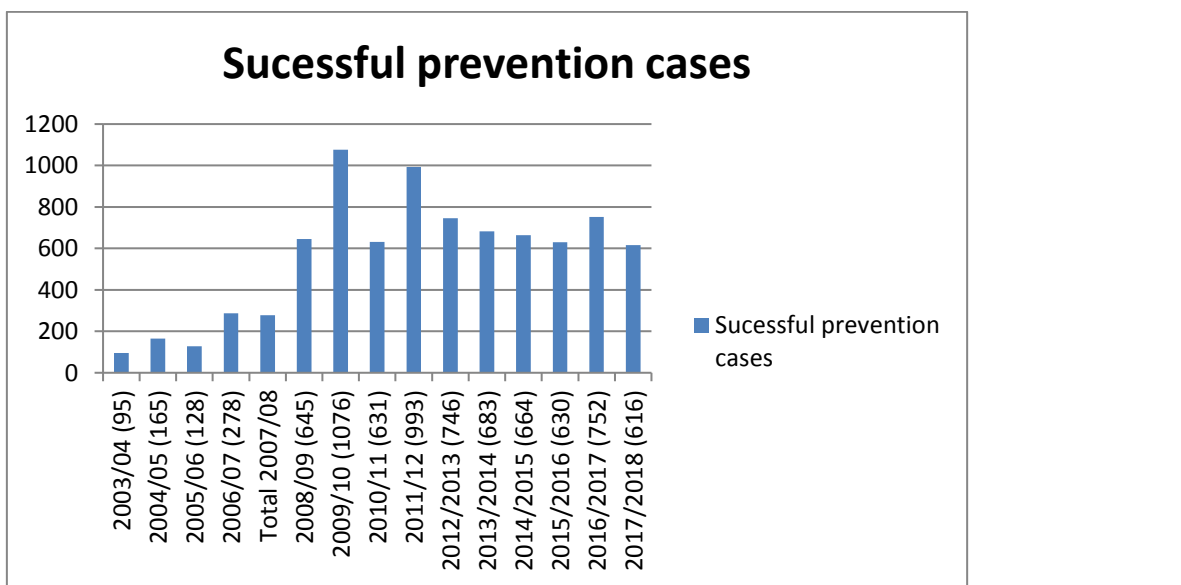
**Current position**

11. As a result of the 2013-18 homeless strategy, action plan and focused work, statutory homeless has reduced in York and homeless prevention remains high.
- 12.

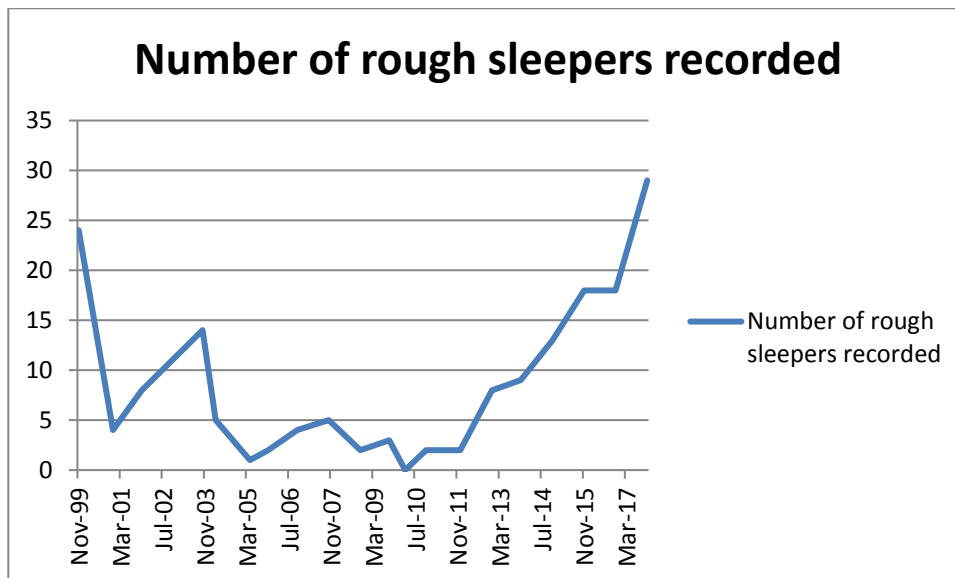
**Figure 1 – Statutory Homeless Cases**



**Figure 2 - Total Homeless Preventions**



13. Despite considerable resources and a robust partnership approach, rough sleeping has increased in York.



Nov 10	Nov 11	Nov 12	Nov 13	Nov 14	Nov 15	Nov 16	Nov 17
2	2	8	9	13	18	18	29

14. There are a variety of resources in York providing services for people that are homeless:
- Advice via Housing Options Team and Salvation Army Early Intervention and Prevention Team
  - Resettlement hostels for single homeless including Union Terrace (formerly known as Arc Light, Robinson Court, Peasholme Centre, Howe Hill for Young People, Changing Lives Shared Housing, Safe and Sound Homes (SASH), Restore)
  - Additional emergency accommodation through resettlement services: No Second Night Out initiative, Severe weather provision and Nightstop
  - Additional support for rough sleepers with complex needs via Making Every Adult Matter (MEAM)
  - Temporary Accommodation (for statutory homeless) at Ordnance Lane, Howe Hill family block, Crombie House and Holgate Road (to be replaced in 2019 with James House)
15. The 2018-23 homeless strategy and action plan will focus on tackling rough sleeping and meeting the new duties under Homeless Reduction Act 2017 to prevent and relieve (help those at risk of homeless or who are homeless find alternative accommodation) through the provision and development of appropriate services, joint protocols, multi-agency working and targeted action.
16. The homeless strategy runs alongside and compliments the children's care strategy and link to mental health strategy



17. In light of the increase and concern about rough sleeping in York a strategic aim has been dedicated to this field of work
18. The homeless strategy action plan identifies 5 strategic aims.
  - To Reduce Rough Sleeping by 50% by 2022 and eliminating rough sleeping by 2027
  - To prevent homelessness by improving the information and services that we provide in particular around Homeless Reduction Act 2017
  - To ensure that there is accommodation available to people who are homeless
  - To ensure that there is support available to people that are homeless
  - To maintain and develop partnership working and strategic direction
19. Funding for housing advice, accommodation and housing support services are predominantly through CYC General Fund and Ministry Housing, Communities and Local Government (MHCLG) and CYC Adult social care commissioning (housing related support).

### **Targets and strategies**

20. Future targets are:
  - To reduce rough sleeping by 50% by 2022 and end rough sleeping by 2027 (national target)
  - To ensure use of temporary accommodation does not increase beyond capacity. James House will open in spring 2019 and will have 57 units and while the numbers in temporary accommodation as of 31.3/18 were low (49), we anticipate the impact of the new Homeless Reduction Act 2017 may see a rise in the need for temporary accommodation, albeit in theory for a shorter period of time.
  - To ensure statutory homelessness does not increase, as of 31/3/18 the total number of accepted homeless was 90. Again we envisage a larger footfall as a result of Homeless Reduction Act, but hopefully a corresponding increase of prevention / relief cases.
  - To increase preventions to 900 by 2023 (currently 616)
  - Ensure the use of Bed and Breakfast for families is only for emergencies and then for no longer than 6 weeks
  - Ensure no young people (16 and 17) are placed in B&B
  - To ensure the Homeless Strategy links to / works alongside other strategies in particular: Sub Regional Housing Strategy, Children's Plan, Children's Care Strategy Domestic Abuse Strategy, Supported Housing Strategy, Tenancy Strategy and Private Sector Housing Strategy and the Mental Health Strategy..

### **National and local changes**

21. There are a number of national and local changes which have occurred since the strategy review in 2015 in particular
  - Homeless Reduction Act 2017
  - Introduction of Universal Credit and a series of welfare benefit reforms
  - Housing and Planning Act 2016 which sets out flexible tenancies (as of yet not introduced)
  - Right to Rent (Immigration Act 2014)
22. The Local Authority is committed to retaining quality statutory homeless services, ensuring there are a range of homeless prevention tools and a range of supported housing to help people who are homeless or at risk of homelessness move in a planned way.
23. There are obvious links to the provision of accommodation in York including access to the private rented sector and development opportunities for social housing and shared ownership.

### **Future commitment**

24. The Local Authority is committed to tackling rough sleeping in York. York will be bidding for the MHCLG rough sleeper grant to help tackle this issue and has committed money from CYC budgets to provide additional resources (Private Rented Sector and Innovation bid to services emergency bed spaces)
25. Agencies are committed to working together through a range of forums, strategic groups, joint training and joint assessment systems.
26. The delivery of the homeless strategy and action plan 2018-23 is dependent upon the commitment of agencies, in particular to:
  - The effective use of social housing stock, using new models of working (Housing First) alongside traditional models (resettlement)
  - Where appropriate, the use of fixed term tenancies, family intervention tenancies, demoted tenancies and intermediate rents as tools to prevent homelessness and make effective use of stock
  - Effective partnership working in particular in providing additional emergency beds and supporting rough sleepers into accommodation

- Working with partner agencies to ensure those who are homeless or at risk of homelessness have adequate support to help them retain / find alternative accommodation
- Decision and if agreed implementation of new allocations policy
- Assistance people into private rented sector through YorHome (social lettings agency) and use of Bond Guarantee Scheme, rent in advance
- New build programme of affordable housing in the city
- Providing high standard supported housing (hostel) through a redevelopment project (James House) and identified need to upgrade supported housing buildings
- Work with statutory agencies to implement Duty to Refer (Homeless Reduction Act 2017)

### **Proposal**

27. Option 1 – To sign off the 2013-18 action plan and agree this report and adopt and publish the homeless strategy and action plan 2018-23.

Option 2 – That further amendments are required to the report and the updated homeless strategy action plan before publication

### **Analysis**

28. The development of the homeless strategy report review and action plan gives a framework for CYC Homeless Services and partner agencies to work together to improve services and tackle homelessness in York until 2023 and takes account of current and predicted trends and changes affecting the sector
29. The action plan will be reviewed regularly by Homeless Strategy Executive Group and republished in 2020. A Homeless Review and performance report is published annually
30. The Local Authority is committed to retaining quality statutory homeless services, ensuring there are a range of homeless prevention tools and a range of supported housing to help people who are homeless or at risk of homelessness move in a planned way.
31. The Local Authority is committed to the provision of high quality housing advice to all those who are homeless or at risk of homelessness. Staffing

has increased to meet the anticipated demands placed on Local Authorities in response to the Homeless Reduction Act 2017.

32. The Homeless Strategy Executive Group will continue to oversee the progress of the Homeless Strategy and updated action plan. Membership of this group is multi-disciplinary and includes
33. The following new partners will be invited to sit on the group:
  - City of York Council
  - Changing Lives representing York Resettlement Group
  - Safe and Sound Homes representing Youth Homeless Strategy Group
  - Citizens Advice York representing voluntary sector agencies
  - York Housing Association representing Registered Social Landlords (RSLs)
  - Department of Work and Pensions
  - National Probation Service
  - Community Rehabilitation Team
  - York health and wellbeing board
  - Clinical Commissioning Group
  - Tees, Esk, Wear Valley NHS Trust
  - York Children's Trust

### **Consultation**

34. The strategy and action plan were developed as result of research, data and consultation events (with staff, stakeholders and customers) in 2017.
35. Comments were sought on the draft strategy and action plan from partner agencies via a series of forum and strategic meetings
36. The Health, Housing and Adult Social Care Policy and Scrutiny Committee called in the report on 23/4/18 and made comment
37. The Homeless Health Needs Assessment feeds into the strategy and action plan and was written following stakeholder and customer consultation

### **Council Objectives**

38. The Homeless strategy is closely link to priorities within the Council Plan 2015-19:
  - A prosperous city for all where local businesses can thrive and residents have good quality jobs, housing and opportunities
  - A focus on frontline services to ensure all residents, particularly the least advantaged can access services and community facilities



## Implications

39. The implications arising from this report are:

### Financial

40. There are no direct implications as a result of this report. However, some elements of the action plan will be subject to funding. Any decision on funding will form part of the council's formal annual budget process.
41. There are financial and socio-economic costs to the city if homelessness and planned housing services are not provided

### Equalities Implications

42. An Equalities Impact Assessment was completed for the Homeless Strategy 2018-23 (to be completed)
43. A community impact assessment has been completed for the review and concludes that the action plan address needs of vulnerable groups, in particular in the following interest groups: age, disability, gender, gender realignment, pregnancy and maternity, race and sexual orientation (to be completed)

### Legal Implications

44. There is a legal requirement to have a homeless strategy and the provision of a homeless service is a statutory requirement under Housing Act 1996 and Homelessness Act 2002.
45. That services adhere to national Guidance on "Provision of Accommodation for 16 and 17 year old young people who maybe homeless and/or require accommodation".
46. That the 2018-23 strategy and action plan and subsequent service delivery takes account of the statutory responsibilities placed on the Local Authority under Homeless s Reduction Act 2018.
- That the 2018-23 strategy and action plan and subsequent service delivery takes account of the General Data Protection Regulation (GDPR)

## Risk Management

47. The introduction of the Homeless Reduction Act 2017 places new responsibilities on Local Authorities.
48. The legislation increases the number of legal decisions and increases the risk of legal challenges and potential costs

49. We are uncertain what services will be required in the future and use of temporary accommodation may (or may not) increase
50. Staffing has been increased by 2 (1 Housing Options Worker and 1 Housing Options Support Worker) but we anticipate a 100% increase in workload which may not be sustainable. Previously reported at The Health, Housing and Adult Social Care Policy and Scrutiny Committee 13/9/17
51. There is uncertainty nationally around future funding of supported housing and a sustainable business model.
52. This strategy and action plan aims to pre-empt changes and mitigate / prepare for future environment
53. That there is significant public sympathy across the city in respect of the plight of people that are homeless which often manifests itself in negative publicity in particular via social media against the council despite the hard work and commitment of staff.

### Contact Details

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**Chief Officer Responsible for the report:**

**Tom Brittain** Assistant Director Housing and  
Community Safety

**Report  
Approved**

**Date** 16/5/18

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

**All**

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

### Appendixes

- Appendix 1 - Updated Homeless Strategy action plan 2013-18
- Appendix 2 – Preventing Homeless Together – Homeless Strategy 2018-23
- Appendix 3 – Preventing Homeless Together Homeless Strategy Action plan 2018-23

### Background papers

One Planet assessment

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	<b>1.1</b>	<b>Strategic Aim 1: Objective 1:</b> Develop innovative links with external agencies.			151 homeless acceptances	Max 151 homeless acceptances			
Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.1	To develop peer education / mentoring to provide realistic advice to those at risk of homelessness.	Changing Lives (Lead amended)	Kelly Cunningham / Katei Kelly (Community Assest Worker)		01/04/2014 revised April 18	Bronze (4)	<b>Behind Schedule</b>	Comprehensive training for customers in all resettlement projects. Changing Lives have completed client consultations and staff consultations and to commence staff training / delivery by summer 2018. <b>Peer education in 18-23 strategy</b>
Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.2	To work closely with 'Family Focus (previously Troubled families project) ' to reduce homelessness, anti social behaviour and to improve the outcomes in housing and lift families out of poverty and cycle of homelessness.	Children's Trust	Linda Murphy (Ammended June 16)		01/04/2016 (date amended)	bronze	<b>Completed</b>	All housing teams in regular liaison with the unit, analysis of data currently taking place (July 15), development of Local Area teams (LAT) and early intervention approach. Family support contract in LAT
Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.3	To facilitate age appropriate work in schools (budgeting, realistic view of independent living)	CYC Education	John Thompson (lead amended)		September-17	bronze	<b>Deleted</b>	Purchased Yorkshire Housing Association pack. Series of 3 training courses used in Danesgate in Jane 2015. <b>No other take up from schools.</b> Engagement with South Yorkshire Credit Union's initiative on financial awareness in schools through Financial Inclusion Strategy Group. PROPOSE DELETE

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.4	To provide relevant information to ensure that relevant agencies can work with identified families to prevent homelessness or youth homelessness (family licence terminations)	Children's Trust	Linda Murphy (Ammended June 16)		01/04/2017 (date amended)	Bronze	Completed	analysis of data currently taking place (July 15). Development of LAT to tackle early intervention
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.5 (Amended)	To develop community champions within other services to understand and identify potential rough sleepers . (NEW) To formally identify rough sleeper / homeless champions across the city including amongst young peoples projects / services	Salvation Amry	Charlie malarkey (lead adn organisation ammended)		01/10/2018 (date amended)	Silver (2)	On track	No second night out launched and embedded in services. Street angels training and work with York Libraries, work undertaken with Salvation Army to report rough sleepers, and Streetlink launch, further work will take place with Homeless Reduction Act under duty to refer (Oct 2198). <b>SPOC in 18-23 strategy</b>
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.7 (NEW)	To develop a city wide approach to tackling potential homelessness as a result of new / ongoing welfare reforms (reduction in befit cap, universal credit and HB changes for young people)	Citizens Advice	John Willoughby (Lead ammended)		April-17	Gold (1)	Completed	Ongoing training from CYC, comprehensive welfare benefit advice traning, CAY financial services
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2	<b>Strategic Aim 1: Objective 2:</b> <b>To provide support and diversionary activities to street drinkers.</b>			June 2012: 8 street drinkers	Rough sleeping target is 2 by 2018			



**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2.1	To develop a multi-agency protocol to provide targeted outreach and enforcement action - delivered via health, Police and Housing to tackle causes and consequences of street drinking, begging, rough sleeping inc young people. (linked to 1.2.4 deleted)	Salvation Army	Paul Morrison (lead amended)		01/10/2016 (date amended)	Gold	<b>Completed</b>	Targeted outreach work with the police and environmental services. 6 stage process in place (begging and street drinking). NY Police research (YACRO), donate text and publicity
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2.2 (NEW)	To analyse and explore possibility of providing suitable resources to reduce rough sleeping / street drinking through the provision of a day centre or pop-up services / washing and shower facilities and support and diversionary activities. (also see 1.2.7)	Safer York Partnership	Nicky Gladstone / Paul Morrison / Eileen Ronan (ammended June 16)		01/04/2017 date amended	Gold (2)	<b>On track</b>	In principle agreement to expand Carecent, Carecent in discussion with arcitects. Expansion to afternoon activities. Additional provison of shower / laundry facilites at Salvation Army Drop in @ Peasholme. Inital work completed, <b>to consider carrying over to 2018-23 strategy</b>
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2.3	To explore restorative justice mechanism for adults and how they can be embedded into service delivery and demonstrate reduction in repeat offending	CRC	Martin Weblin (lead amended)		01/04/2017 (date amended)	Bronze	<b>Completed</b>	YOT providing training for Howe Hill on restorative justice, CRC facilitated referral process to remdi
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2.5 (NEW)	To develop resettlement training pre-access work, practical training (DIY), education for rough sleepers / street drinkers, expansion to those in tenancies and mental health services	CYC	Jane Harkness (lead ammended)		Apr-18	Silver (4)	<b>Completed</b>	Peasholme trainer provides targeted work with rough sleepers via Salvation Army. To carry over and incorporate into Homeless Reduction Act 2017
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.2.6 (NEW)	That young peoples projects commit to working with young people (inc associates / friends) around issues of drinking and ABS associated with drinking ion public places / risky behaviour	Changing Lives (Lead amended)	Tony Shepherd		Apr-17	Bronze	<b>Completed</b>	Robinson Court now accommodates young people, has a Pysologicly Informed approach. Ongoign work devlieved through pre-access, tenacy / YEW sessions.

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	<b>1.3</b>	<b>Strategic Aim 1: Objective 3:</b> To reduce youth homelessness / re-offending rates.				In 2013 youth offending rates were xxx and target is to reduce youth offending by xxx by 2018			
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.3.2 (NEW)	As a result of increased issues of young people with mental health problems, to look to include YP in current services aimed at reducing pressures on emergency services and ASB hub	Safer York Partnership	Paul Morrison		Apr-17	Silver (2)	<b>Deleted</b>	Raised at board but York Pathways Together cannot work with 16 and 17 year olds..
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.1</b>	<b>Strategic Aim 2: Objective 1:</b> To ensure people have timely access housing advice and prevention services.			993 homeless presentations	Max 993 homeless presentations			
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.7	Overhaul of Housing Options and Homelessness website pages and make them more informative, interactive and customer friendly.	CYC Housing	Bev Richardson (lead amended)		01/04/2016 (date amended)	silver	<b>Completed</b>	completed for gold standard Dec 2015
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.15	To develop a mental health housing options guide	CYC Housing	Calum Scholey		01/12/2015 (date amended)	silver	<b>Completed</b>	Final draft completed August 2015 including reference to Mental Health and Wellbeing Handbook (Healthwatch York). Completed, available for download and published leaflet

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.18 (NEW)	To look to refund / embed post of Older Persons Housing Specialist (NEW)	CYC Housing	Louise Waltham		Apr-16	gold (1)	<b>Completed</b>	ASC will fund from October 2017
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.19 (NEW)	To review all Housing Options information and update leaflets to ensure customers and agencies are aware of services and their remits (NEW)	CYC Housing	Becky Ward		Apr-16	Gold	<b>Completed</b>	Leaflets and website updated for Gold Standard, Housing Overview training and information
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.20 (NEW)	To ensure there is an effective prison release system in place through CRC resettlement service (prison based), CRC, Probation and accommodation worker, providing realistic housing advice using Offender Protocol, revamped Probation accommodation leaflets, SAP referrals, accommodation worker. (NEW)	CRC	Martin Weblin		April-17	silver	<b>Completed</b>	Meeting with resettlement services (SAP), CRC briefing, development of Through the Gate (P3), new HO leaflet. Meeting 13/9/16 re-iterated process.
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.21 (NEW)	To reduce rough sleeping, though developing a tool kit for rough sleepers, targeting support, outreach work, accommodation offers, including a tool kit for young people and entrenched rough sleepers	Salvation Army	Charlie Malarkey		April-17	Gold	<b>Completed</b>	HO and RS prevention toolkit. <b>Rough sleeping still remains an issue and needs to be considered in 2018-23 strategy</b>
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.22 (NEW)	To ensure services peripheral to housing are equipped to identify homelessness and provide appropriate advice / signposting including ASB Hub, mental health services, hospital services, ASC, CRC, Probation, GP's, pharmacies.	CYC Housing	Judi Dove		April-16	silver	<b>On track</b>	Housing overview training established. Improved website, further work will take place with Homeless Reduction Act under duty to refer (Oct 2198) . <b>Carry over</b>

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.23 (NEW)	Analyse existing provision and ensure a range of services to help tenants at risk of homelessness: money and employment advice for all tenures, access to floating support or long term intensive housing support and tenancy preparation (tenancy training for all at point of offer)(NEW)	CYC Housing	Denis Southall		April-18	Silver	<b>Completed</b>	IHMS in place. Access to money advice. Pre tenancy advice for homeless customers in place, upfront advice in Housing Registrations, -SYCU arrangement/accounts in place from beginning of March 17, revised welcome pack for new tenants Spring 2017
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.24 (NEW)	To review provision of translated leaflets, and look to produce a suite of basic leaflets in conjunction with other LA's	CYC Housing	Becky Ward		April-18	bronze (4)	<b>Deleted</b>	Not required as comprehensive suite of leaflets that can be translated via <a href="https://www.york.gov.uk/info/20148/equality_and_diversity/930/interpreting_and_translation">https://www.york.gov.uk/info/20148/equality_and_diversity/930/interpreting_and_translation</a> , improved technology (ipad and translation services) and Homeless Reduction Act (personal housing plans). <b>Propose to delete</b>
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.2</b>	<b>Strategic Aim 2: Objective 2: Prepare for and minimise effect of changes to Welfare Benefit Housing Benefit / Local Housing Allowance.</b>			151 homeless acceptances	Max 151 homeless acceptances			
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.2.8 (NEW)	That agencies are informed and able to prepare for impact of forthcoming welfare benefit changes on services introduced in 2015	DWP	Sarah Farrar		April-18	gold	<b>Completed</b>	Welfare reform updates are provided at the quarterly Strategy Meetings and also e-mailed to the lead Becky Ward for dissemination in between meetings. Ongoing training re welfare benefits



**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.3</b>	<b>Strategic Aim 2: Objective 3:</b> <b>To provide a safe and effective Housing Options / Registration service from West Offices.</b>				Fully operational by September 2013			
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.3.3 (Amended)	Widen out the remit of DWP and Job Centres to provide a more comprehensive service looking to incorporate advice on housing. REMOVE and replace with: Work with DWP to raise awareness of homelessness and the issues affecting people who are homeless to mitigate effects on those vulnerable customers. To explore viability of offering housing appointments / advice from Job Centre location	DWP	Sara Farrar		Joint agreement and training in place April 2016 (date amended)	silver	<b>Completed</b>	Information about projects provided to DWP to enable accurate assessments / prevent sanctions. Syrian refugee resettlement new claim appointments for HB and LCTR undertaken in the Jobcentre alongside new claims for DWP benefits. DWP staff provided with regular updates on conditionality easements for the homeless and domestic violence. DWP staff also provided with information on support offered and case manager contacts at each hostel/supported housing in the city. TRAINING AND LEAFLET COMPLETED
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.3.5	Widen out the remit of Housing and Housing Options to provide a more comprehensive service looking to incorporate advice on employment.	DWP	Sarah Farrar (lead amended)		Joint agreement and training in place April 2017 (date amended)	silver	<b>Completed</b>	General employability work done in hostels. Cross training bewtwewen DWP / Housng completed. Good links. UC has changed forus and provides personal support.
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.4</b>	<b>Strategic Aim 2: Objective 4:</b> <b>To ensure emergency beds are available for those at risk of rough sleeping.</b>			2012 submission: 8	To reduce rough sleeping to 2 by 2018			

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.4.3 (NEW)	To review effectiveness and partnership working of NSNO on an annual basis and maintain service in light of reduced funding (sub regional personalisation money)	Peasholme	Dave Knowles		April-16	Gold	Completed	Completed Feb 2016
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.4.4 (NEW)	To review Nightstop service in light of NSNO and reduction in Youth Homelessness	CYC Housing	Becky Ward		April-16	Gold	Completed	Multi-agency meeting agreed value of Nightstop - to secure funding
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.5	<b>Strategic Aim 2: Objective 5:</b> <b>To ensure customers are central to all housing work.</b>				Customer engagement policy & programme by April 2016			
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.5.2 (Amended)	Increase customer involvement and influence at the operational and strategic level (e.g. introduce service inspectors in Temporary Accommodation, links to Customer Involvement Panel, involved YP). Link to other providers eg Estate Champions (YHA). Explore options for 'buddying', volunteering system	CYC Housing	Julie Hood (amended lead)		Recommendations by March 2016 (amended date)	Bronze (4)	Yet to start	meeting 17/10/16. <b>Customer involvement in 18-23 strategy</b>

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<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.5.9	To raise participation on service user groups to ensure that customers have a voice in housing.	Foundation	Claire Woodhead		April-16	Bronze	<b>Completed</b>	Historically Supporting People facilitated user group but this has since ceased due to end of SP. Incorporated into Housing Related Support Tender as contact requirement. To explore developing further an external / internal group / menu of involved activities
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.6	<b>Strategic Aim 2: Objective 6:</b> To advise customers of changes to NYHC policy.			3972 on NYHC	To reduce and maintain NYHC below 2000 to manage supply / demand			
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.6.3 (NEW)	To complete systems review of Housing Registrations and implement relevant service and policy changes	CYC Strategy	Paul McCabe		April-17	Gold	<b>Completed</b>	Feb 16. Service review in progress, 'quick wins' implemented. Proposals considered at Scrutiny (June 16), Exec Oct 16. Agreed (ongoing work will continue)
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	3.1	<b>Strategic Aim 3: Objective 1:</b> Increase the supply of affordable housing and maximise the use of existing housing stock.				Affordable homes increased by 750 by 2018			
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.6	Explore options of shared tenancies in social housing.	CYC Housing	Denis Southall		01/04/2017 (date amended)	Bronze (1)	<b>On track</b>	Initial investigations indicate logistical and legal problems with issuing secure tenancies to HMO occupants. May need to be considered as part of Yorhome portfolio. Single Room Rent in social housing withdrawn so not imperative but would increase housing stock. <b>propse to carry over</b>

## York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.8	Explore option of CYC managed HMO's for single people	CYC Housing	Denis Southall / Louise Waltham		01/12/2016 (date amended)	Bronze (1)	<b>On track</b>	Initial investigations indicate logistical and legal problems with issuing secure tenancies to HMO occupants. Single Room Rent in social housing withdrawn so not imperative but would increase housing stock. <b>propose to carry over</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.10 (NEW)	Review use of FIT tenancies, demoted tenancies, flexible tenancies, Housing First, Housing Plus (extra support) and if appropriate in York train staff / adopt procedure and implement and update tenancy strategy as necessary	CYC Housing	Denis Southall		April-17	Gold (1)	<b>On track</b>	Housing First agreed Feb 16. Housing and Planning Act enacted May 2016 to provide framework. Restructure due for Landlord Services May 2017 to implement housing plus (Frontline) approach. Housing and Planning Act implications to be worked through on tenancies e.g. Fixed Term (consultation due shortly); Tenancy Strategy and Tenancy Policy to be updated Spring/Summer 2017. <b>Propose carry over</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.11 (NEW)	Research provision of dementia safe / appropriate housing and if appropriate implement in conjunction with Adult Social care	CYC Housing	Alice Walker		April-18	Silver	<b>Completed</b>	Development of Glen Lodge - dementia friendly scheme. Development of 'Best Interest and Mental Capacity' assessment (June 16)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.12 (NEW)	Rebrand 'Sheltered' schemes and SHEC provision	CYC Housing	Louie Waltham		April-18	Bronze	<b>Completed</b>	Glen Lodge planning for SHEC / dementia friendly unit. Renew SHEC allocation policy with ASC



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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.13 (NEW)	Consider change of use for existing properties to meet needs of communities: converting flats to houses, downsizing schemes, concierge scheme, look at physical environment for those with mental health problems.	CYC Housing	Denis Southall		April-18	Gold (2)	<b>On track</b>	Proposal for resource to take this forward to be explored as part of the restructuring of housing services. Likely to form remit of the 'Change Manager' post after May 17. <b>Propose carry over</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.14 (NEW)	to consider re-review NYHC	CYC Housing	Tom Brittain (via NYHC Board)		April-18	Bronze (2)	<b>On track</b>	Business plan. Housing Registrations service review completed. In principle agreement July 2016. Commitment to NYHC for 2 years to prepare IT and final decision. Statutory consultation March / April 2018. Report to exec summer 2018
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.15 (NEW)	To work with RSL's to mitigate changes to housing in July 2015 budget (national) - Right to Buy to Housing Associations, reduced rents, no housing benefit for 18-21, sale of most expensive stock	York HA	Kate Spencer		April-18	Gold (1)	<b>Completed</b>	Responded to national consultation and lobbying. Some national changes resulted. No further action.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.2</b>	<b>Strategic Aim 3: Objective 2:</b> <b>To increase use of private rented sector to provide accommodation for those in housing need.</b>			YorHome properties: 75 Bond Guarantees: 60	YorHome: Increase to 150 by 2015. PRS: Increase access			

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.1 (Amended)	Evaluate ongoing effectiveness of YorHome and agree future - to explore option to expand , to include HMO's, student lets, if appropriate reconsider social enterprise. Report to HMT	CYC Housing	Louise Waltham		Apr 17 date amended	Gold	Completed	To retain YorHome, expanded remit to include Refugee contract and affordable tenancies.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.3 (Amended)	In light of high cost of PRS accommodation to fully explore new incentives to increase and / or use PRS to discharge homeless duty. Report to HMT	CYC Housing	Judi Dove		April-16	Silver (2)	Completed	Change to Spend to Save and Personalisation budget proposed to link to Homeless Reduction Act 2017. PRS worker for rough sleepers (1 year)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.8	Develop minimum standard for PRS - agreed by landlords, Private sector tenancy team and referral organisations.	CYC Housing	Ruth Abbott		April-15	Silver	Completed	Reviewed voluntary accreditation scheme in February 2015 and as part of Private Sector Housing Strategy in June 2016. Agreed to continue with existing scheme whilst we await the outcome of the Government consultation on extending HMO licensing to include smaller HMOs.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.10 (Amended)	To explore option to develop a lodging scheme (informal support), especially in light of increased allowance to rent a room (2015 July budget)	SASH	Peter Robinson		April-15	Bronze (2)	Behind Schedule	Draft paper Sept 2016. <b>Carry over</b>

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.12 (NEW)	Ensure clarification of legal position re joint tenancies, termination of tenancies, holding multiple tenancies, tenancies for people with LD and / or dementia	CYC Housing	Denis Southall		April-17	Gold	<b>Completed</b>	Mental Health in Housing and Mental Capacity Act training -for frontline staff to be delivered Summer 2017, Housing and planning act has changed succession and guidance is being developed (case law will clarify issues as it is developed). Fact Sheet available on current position. To be reviewed as part of Tenancy Strategy update.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.13 (NEW)	Improve information to tenants about HMO's and PRS in poor state of repair and how to resolve it . To work with landlords/agents and other partners to ensure that they are fully aware of the law and to take appropriate enforcement action to ensure a healthy, safe and well managed PRS	CYC Housing	Ruth Abbott		April-16	Silver	<b>Completed</b>	Revised the website which now contains updated information about the PRS for tenants and landlords/letting agents. Introduction of new licensing condition requiring all licence holders to attend a recognised training course/ Range of other training courses available to landlords/agents and others working in the sector
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.14 (NEW)	Exploring with the Housing Options service and others the impact of the changes relating to prevention of retaliatory evictions	CYC Housing	Ruth Abbott		April-16	Bronze	<b>Completed</b>	New working procedure agreed with Housing Options including letters

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.15 (NEW)	To develop a training programme for LLs and partners to impart knowledge and skills to reduce the impact of poor housing conditions have on health and to improve the management – to prevent homelessness and to ensure that tenants are matched to suitable homes	CYC Housing	Ruth Abbott		April-16	Silver	<b>Completed</b>	As 3.2.13
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.3</b>	<b>Strategic Aim 3: Objective 3: Reduce the use of temporary accommodation whilst improving the standard of temporary / hostel provision where it exists.</b>			Temporary accommodation on Dec 12 : 99	Not exceeding 99			
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.1	Re-provision of Ordnance Lane scheme.	CYC Housing	Paul Landais-Stamp (ammended June 16)		Oct 16 (amended)	Gold (1)	<b>On track</b>	Purchase of James House. Planning permission obtained, tender process completed. Provisional completion date summer 2019. <b>Carry over</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.6	Ensure residents in temporary accommodation are empowered to move on as soon as possible and that where not possible moved into alternative accommodation to meet their needs.	CYC Housing	Kate Grandfield		April-15	Gold (1)	<b>Deleted</b>	There has not been a particular formal plan around this but focussed work on rents and arrears management and ASB and support with bidding for properties on CBL. Statutory duty will change 1/4/18 in line with Homeless Redction Act



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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.8 (NEW)	To explore need and options for older people with multiple needs	CYC Housing	Louise Waltham		April-17	Silver (4)	<b>Completed</b>	Worked to more joined up working. Development of Glen Lodge - dementia freindly scheme. Development of 'Best Interest and Mental Capacity' assessment (June 16), SHEC placement panel, Housing First. Specific piece of work be completed. Older persons worker redesignated to Specialist Housing Adviser (frail elderly and complex health)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.9 (NEW)	to explore and utilise any opportunity for capital investment at Robinson Court / YACRO move on houses	York HA	Kate Spencer		April-18	Silver	<b>Behind Schedule</b>	In light of changes to support contracts <b>carry over to 18-23 strategy</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.10 (NEW)	To explore option to expand / upgrade Scarcroft Project in light of Housing Related Support re-tender	York HA	Kate Spencer		April-18	Silver	<b>Behind Schedule</b>	In light of changes to support contracts <b>carry over to 18-23 strategy</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.11 (NEW)	To ensure that B&B use remains low using a planned approach taking account of supply and demand (Report to HMT)	CYC Housing	Anne-Marie Douglas		April-16	gold	<b>Completed</b>	Use of B&B significantly decreased due to use of NSNO/ crashpad and planned moved. No report required
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.4</b>	<b>Strategic Aim 3: Objective 4:</b> <b>Ensure appropriate temporary / supported housing to minimise use of B&amp;B.</b>				Under 17s in B&B: 0 B&B over 6 weeks: 0			

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.4	To develop appropriate accommodation for perpetrators of domestic abuse and a relevant rehabilitative programme	NY Police	Jo Beilby (lead amended)		01/12/2017 (date amended)	Silver (4)	<b>Behind Schedule</b>	Review availability of accommodation , no perpetrator programme. CRC may be able to provide / adapt Building Better Relationships. Pilot perpetrator programme currently being delivered by IDAS/ CRC. <b>Carry over to 18-23 strategy</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.5</b>	<b>Strategic Aim 3: Objective 5:</b> <b>Increase the use of housing association (RSL) lets for homeless and potentially homeless households.</b>				RSL lets: Minimum 25% by 2008/9.			
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.6</b>	<b>Strategic Aim 3: Objective 6:</b> <b>Ensure access to specialist accommodation.</b>				Supported housing for SAP referrals			
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.1	Research value and need for therapeutic community in York.	CYC Housing	Louise Waltham		Apr-15	bronze	<b>Completed</b>	Therapeutic Community established as part of PD Network.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.5 (NEW)	To explore options for hostels for families that have complex needs / intentionally homeless. Report to HMT.	CYC Housing	Kate Grandfield		April-17	silver (4)	<b>Behind Schedule</b>	Needs currently being made through YorHome and into private sector . Looking to develop FIP tenancies. <b>To carry over into 2018-23</b> and look at fixed term tenancies. No report necessary

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.6 (NEW)	To have a 'tool kit' of alternative housing support and options for young people with complex needs / rough sleepers (links 1.2.2)	CYC Children's Social care	Judy Kent (Ammended June 16)		April-18	silver	<b>Completed</b>	Generic toolkit prompt produced
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.7 (NEW)	To complete review / tender of housing related support contract, consider retaining YACRO women's house (see 3.9.2), impact of reduction in YP services, change in YP contact criteria 16-25 (priority being 16-21)	Carl Wain		October-16	gold	On track	<b>Completed</b>	Tender / procurement process to start June 2016 on a co-design basis which will enable the provider to determine the suitable quantity of accommodation to meet the needs of the customers. As part of the move towards greater community based service delivery it is recommended that the successful provider is the lead contact for this one.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.8 (NEW)	That CYC Housing redesigns services in light of housing related support contract and re-provision of Ordnance Lane and proposed budget savings	CYC Housing	Tom Brittain		April-17	gold	<b>Completed</b>	Repositioning of role of Peasholme Centre 2015. Staff consultation re LL services started, resettlement review started Dec 16. New Adult Community Wellbeing contract in place 1/2/17 and working through implications. Flow chart / training completed
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.9 (NEW)	Review success of IDAS 24 hour service and if value for money look to secure ongoing funding	IDAS	Sarah Hill		April-17	silver	<b>Completed</b>	Meeting Feb 2016. Agreed no demand for 24 hour staff accommodation but need to continue 24 hour helpline. Agreed to use underspend to continue this. IDAS to secure long term funding
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.10 (NEW)	Carry out review of Young Parent facility and adapt / confirm project role and process. Report HMT	CYC Housing	Tim Carroll		April-16	silver (4)	<b>Behind Schedule</b>	Survey designed Sept 2016, project to be completed by Team leader by 1/5/17. <b>Carry over 18-23 strategy</b>

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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.11 (NEW)	Work with Restore to increase provision in the city and if possible include YP / LD groups	Restore	Barrie Stephenson		April-17	silver	<b>Completed</b>	2 new houses opening Autum 2016, incorporated into resettlement category to take those with CYC recognised housing need (though can still take others)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7	<b>Strategic Aim 3: Objective 7: Reduce the number of people with mental illness and complex needs being accommodated in temporary accommodation / general supported housing.</b>			Baseline figures 14 October 2012	Reduce by 50% by March 2015.			
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7.1	Revisit / take forward need for specialist mental health accommodation for complex needs. (links to 4.3.2)	CYC Housing	Chris Weekes		April-18	gold (1)	<b>Completed</b>	Task and finish group established Aug 16 looking at issue. Ongoing CYC mental health review, work to be continued outside HL strategy
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7.3 (Amended).	Improve links / discharge processes with Mental Health medical and housing services and access to services in light of new CCG contract	CYC Housing	Louise Waltham - CYC Housing / TEWV		01/04/2016 (date amended)	silver	<b>Completed</b>	Agreed process with Peppermill Court. <b>Need to consider long term needs and resources - propose carry over into 2018-23 strategy</b>
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7.4 (NEW)	To explore option to provide specialist support (mental health) in hostels	CYC Housing	Becky Ward		April-17	silver (1)	<b>Completed</b>	Pilot scheme agreed until March 2018. no long term funding available. Pilot ended
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8	<b>Strategic Aim 3: Objective 8: Implement NSNO and tackle entrenched rough sleeping.</b>			2012 submission: 8	Reduce to 2 by 2018			



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<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8.4 (NEW)	To consider expansion to mental health short stay beds and Sheltered respite beds to provide emergency provision (wording amended due to incorrect terminology and implications)	CYC Housing	Louise Waltham		June-16	silver	<b>Completed</b>	3 beds developed in Sheltered (Marjorie Waite Court, Alex Lyons House and City Mills) for respite, decants and emergency use as appropriate as part of exit strategy. 22 The Avenue working with HL services to provide accommodation for emergency homeless in short stay beds
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8.5 (NEW)	To look to refund and embed MEAM project into resettlement services	Arc Light	Kelly Cunningham (Amended April 18)		December-16	gold (1)	<b>Completed</b>	Short term funding provided by HL prevention grant. Long term funding agreed via ACW contract
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.9	<b>Strategic Aim 3: Objective 9:</b> <b>Review the provision and need for specialist services for women (include women's centre).</b>							
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.9.2 (NEW)	Evaluate Women's hostel and consider retention(part of Housing Related Support review) See 3.6.7	Carl Wain			April-16	gold	<b>Completed</b>	<b>Incorporated into HRS tender</b>
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.1	<b>Strategic Aim 4: Objective 1:</b> <b>Ensure range of appropriate services and care for vulnerable customers.</b>			Tier 1: stat Homeless, rough sleepers	To streamline services and provide tier 1 for stat homeless, young people, and single homeless			

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<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	4.1.2 (Amended)	Agree service level agreements between drug services and hostels and floating support schemes	DAAT	Leigh Bell		01/04/2016 (date amended)	Silver (2)	<b>Behind Schedule</b>	New contracts, SLA in place review in <b>18-23 strategy</b>
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	4.1.3	Look to develop a protocol agreeing that when a customer is accepted as homeless with a vulnerability the appropriate health / social care services are provided.	CYC Adults	Ashley Preston (name amended)		April 2017 (date amended)	Silver (2)	<b>Behind Schedule</b>	Important in light of Harrogate serious case review, memeting to discuss complex cases (Aug 17) <b>carry over to 18-23 strategy</b>
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.1.6	Explore viability of single point of contact / helpline for landlords.	CYC Housing	Ruth Abbott		01/04/2017 (date amended)	bronze	<b>Completed</b>	Single telephone number 01904 552300 and email address housing.standards@york.gov.uk available for landlords/agents to contact housing standards
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	<b>4.2</b>	<b>Strategic Aim 4: Objective 2: Increase tenancy sustainment through the provision of earlier intervention appropriate support.</b>				Tenancy sustainment by 16/17 year olds in temporary accommodation: 90% by 2013.			

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.2.5 (Amended)	Earlier intervention / support from housing management to prevent loss of accommodation in form of Pro-active, targeted prevention work for those at risk of homelessness in CYC and other social housing tenancies at earliest opportunity (pre- PO stage). Improve links and training between landlord, advice and support services .	CYC Housing	Denis Southall (Name amended)		01/04/2016 (Date amended)	gold (2)	<b>Completed</b>	Service is now geared to proactive work to prevent homelessness. Restructure to Housing Management Officers with wider remit, allowing for more intensive work with the most vulnerable tenants, increased advice sessions, etc. Aware of Laduty under HOmeless Reduction Act to prevent homelessness
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	4.2.6	Increase tenancy sustainment through the provision of appropriate support. Review and promotion / take up of services. Report to Housing managers	CYC Housing	Lindsey Cann		01/12/2016 (Date amended)	Silver (2)	<b>Completed</b>	Support services streamlined (ACW contract) and SAP refined. Training and information available
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.2.8	Establish a formal system to monitor / analyse failed tenancies and abandonments.	CYC Housing	Denis Southall (Name amended)		Report to Youth Homeless strategy group Dec 2015 (date amended)	silver (3)	<b>Deleted</b>	Need to analyse statistics and outcomes. Current system info is incomplete. CYC new IT system will support this kind of analysis in the medium/long-term. Homeless Reduction Act Hcllc stats will be more comprehensive

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	4.2.9 (NEW)	Explore establishment of intensive housing management	CYC Housing	Denis Southall		April-17	gold	<b>Completed</b>	Contract with YHA agreed (Oct 2015). IHMS in place and providing a valuable service to customers. Currently exploring how service can continue (and possibly grow) as can not rely on
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.3	<b>Strategic Aim 4: Objective 3: Increase the number of people with mental illness and complex needs achieving independent living through the provision of more specialist support.</b>			In non-specialist accommodation/no discharge plan at Feb 2013: 35 people	Improve access to appropriate services and / or supported accommodation for people with mental health issues.			
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.3.2 (Amended)	To carry out a strategic review of all CYC provided mental health services, to take account of Care Act 2014, review of housing related support contracts and intergration with health provision and develop appropriate services	CYC Adults	Chris Weeks (lead amended)		April-16	gold (1)	<b>Deleted</b>	A decision was taken in Sept 2016 to merge the mental health accommodation review with the work that had been going on in relation to complex customers/those with multiple need, so as to ensure a coherent city wide approach to supported housing. The project group is looking to develop a housing pathway for people with mental-ill-health that supports recovery regardless of diagnosis or other needs, and supports people to learn/re-learn the skills to sustain a tenancy and be a participating member of their community. The project group has reps from the CCG, CYC, TEWV, and YHA. Draft report completed April 2017. <b>Remove from HL strategy</b>



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Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.3.3	To ensure services adapt to meet needs of complex customer groups - addressing mental health issues, offending, abuse.	Chnaging Lives (ammended)	Kelly Cunningham		01/04/2017 (date amended)	silver (4)	<b>Completed</b>	New Adult Community Wellbeing, combines all customer groups and contract offers alterntive models of working, using Psychologically Informed Environment
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.3.4	Develop closer working links with mental health assertive outreach team so that crisis is managed in a coordinated way between services. Agree working protocols (amended)	CYC Housing	Tim Carroll, supported by Rebecca West (lead amended)		01/04/2017 (date amended)	silver (2)	<b>On track</b>	MH service have developed a single point of access that includes crisis work. Good working links established and embedded in operational service delivery with front line workers AOT, CMHT, and HL mental health team (pilot now ended but reflective practice agreed). Currently any protocols around joint working are unachievable as TEWV have been unable to offer time to meet and develop these areas
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	<b>4.4</b>	<b>Strategic Aim 4: Objective 4: Ensure support services meet the needs of all groups including those from the black and minority ethnic communities.</b>				To monitor & profile access to services via SAP, HL statistics and SP			
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent	4.4.2	Amend approach to support for some people who need targeted / assertive 'handholding' to get people to services.	Carl Wain			April-15	silver	<b>Completed</b>	<b>Model split by support and IHM.</b>

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.4.8 (NEW)	To approach BME groups including Gypsy and Travellers to provide information and improve awareness on housing and advice services (with provider rep)	CYC Housing	Kate Grandfield (lead amended)		01/04/2016 Date am emended	bronze	<b>Deleted</b>	General requirement of Homeless Reduction Act 2017
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	4.4.9 (NEW)	To utilise research e.g. the BRE research evidence base– identifying the impact of health on residents – to prevent homelessness and the SHMA to identify whether we can improve access to the private rented sector	CYC Housing	Ruth Abbott		Ap-16	bronze	<b>Completed</b>	Research completed and revised Private Sector Strategy agreed at Executive on the 30th June. Now looking regional evidence base to determine whether there are regional actions which can be taken. . Fuel Poverty bid submitted and successful which provides funding for to improve PRS properties in fuel poor areas. Continue to look at other work where we can work together regionally
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.	5.1	<b>Strategic Aim 5: Objective 1:</b> Strong local authority leadership on the homelessness agenda.			Homelessness Strategy 2008 - 2013 agreed and multi agency Steering Group established.	Support and enable delivery of the agreed strategic aims and objectives by March 2013.			

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Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness	5.1.1 (Amended)	Maximise publicity opportunities to raise the profile of homeless services across the city. Aim for 12 positive stories pa from housing agencies. <i>Develop a housing communications policy</i>	CYC Housing	Tom Brittain		dec 15 date amended	Silver (2)	Completed	Megan Rule attends HSMT for briefing and provided social media and press releases regularly.
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.	5.1.2	Local authority should increase the involvement of key stakeholders, such as private sector landlords, developers and housing associations in the direction and delivery of strategic housing services in the city.	CYC Housing	Tom Brittain		Agreed protocol by December 2011	bronze (2)	Behind Schedule	Strategic discussion re york central / delivery of affordable homes (Housing White Paper). <b>Carry over 18-23 strategy</b>
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.1.4	To develop a 'family homeless strategy group' in line with resettlement and youth homeless strategy group principles.	CYC Housing	Kate Grandfield		01/12/2015 (date amended)	Silver (2)	Deleted	Not started carry over to 2018-23 in line with Homeless Reduction Act 2017
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.1.5	To improve services and processes to achieve Gold Standard as set out by DCLG.	CYC Housing	Becky Ward		Apr 17 (date amended in light of ongoing work)	gold	Completed	Passed peer assessment April 2015, Sept 2015 Bronze standard, Silver standard April 2016. August 2016 all challenges submitted, Gold standard achieved Dec 2017
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.1.7	To respond / influence national and sub regional agenda around homelessness where relevant.	Homeless Forum (Lead Amended)	Chair		April-16	bronze	Completed	submissions made by CYC / partners to various consultations

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.2	<b>Strategic Aim 5: Objective 2:</b> <b>A greater role for a wider set of agencies in tackling homelessness and a greater use of shared protocols and agreed principles for joint working.</b>				100% of relevant agencies sign up to and adhere to relevant protocols and strategies			
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.	5.2.2	Review information sharing agreement to include Police, CRC, National Probation Service, housing and support providers (amended)	Peasholme Charity (lead amended)	Dave Knowles(lead amended)		01/12/2016 (date amended)	gold	<b>Completed</b>	Info sharing being reviewed 2015. Sign off June 2016
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.	5.2.4 (NEW)	To review multi-agency training programme around issues of homelessness, prevention, review external training programme, focused training, delivered by CYC and others (eg EM's around prevention) Combined with 5.5.6 now deleted	CYC Housing	Becky Ward		April-16	silver	<b>Completed</b>	Multi-agency training programme agreed June 2016.
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.	5.2.5 (NEW)	Develop and establish relevant referral routes and protocols between <b>general hospital services</b> , accommodation and support providers and the local authority to ensure that moves in and out of these service are planned, even for those with complex needs.	Changing Lives	Kelly Cunningham		Protocol in place by Apr 16 (date amended)	silver (2)	<b>Behind Schedule</b>	System in palce for older people and rough sleepers (Bed a Head), Duty to Refer Homeless Reduction Act 2018. <b>carry over</b>



**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.2.6 (NEW)	Develop links / improve engagement with public / 'goodwill groups' on issues to benefit homelessness, eg awareness, fundraising, response to begging etc	Restore	Barrie Stephenson		April-17	silver	Completed	HL improved links with goodwill groups, pilot attendance at HL forum, attendance at training / consultation.
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.2.7 (NEW)	Explore option of 'Fast Track' housing benefit applications	CYC Revenue	Nicky Welch		April-17	silver	Completed	Already existed
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.3	<b>Strategic Aim 5: Objective 3:</b> Increased sharing of information between agencies and more joint training to promote wider understanding of homelessness and its prevention.				Relevant protocols in place Sept 2014			
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.3.4	Streamline risk assessment' to cover probation, Health, Housing and SAP. (amended)	CYC Housing (amended lead)	Calum Scholey (amended lead)		01/12/2016 (amended date)	gold	Completed	Consent to share completed, risk assessments in place
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.4	<b>Strategic Aim 5: Objective 4:</b> Increased and ongoing customer consultation to inform the development of future services and increased awareness within BME households of the housing and support services available				Framework for customer consultation / insight by 2008/9. BME households aware of services & how to access			
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	5.4.1	Establish an agreed framework for customer consultation	CYC Housing	Julie Hood		01/04/2016 (date amended)	bronze (4)	Yet to start	carry over 18-23 strategy

**York Housing Options and Homelessness Strategy 2013-18 Action Plan (reviewed 2015)**

Strategic Aim	Ref	Objectives	Lead	Lead contact	2011/12 Baseline	Target/date	Priority	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	<b>5.5</b>	<b>Strategic Aim 5: Objective 5: Improve cross boundary / agency working.</b> To enable increased mobility							
<b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to	<b>5.5.10 (NEW)</b>	Review homeless Strategy	CYC Housing	Becky Ward		July-18	gold (2)	<b>Completed</b>	Report and strategy due summer 2018
		* B&B = Bed and Breakfast / BME = Black and minority ethnic / BGS = Bond Guarantee Scheme / CAB = Citizens Advice Bureau / CBL = Choice Based Lettings / CYC = City of York Council / DAAT = Drug action team / DWP = Department works and pension / HB = Housing Benefit / HO = Housing Options team / MH = Mental health / PCT = York and North Yorkshire Primary Care Trust / PRS = Private rented sector / RSL = Registered Social Landlord / SAP = Single Access Point / SP = Supporting People / YOT = Youth Offending Team / YP = Young People							

Strategic Aim	Ref	Objectives	Baseline position	Lead	Lead contact	2011/12 Baseline	Target/date	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1	<b>Strategic Aim 1:</b> <b>Objective 1:</b> Develop innovative links with external agencies.	To reduce homelessness and familiar cycle of homelessness.			151 homeless acceptances	Max 151 homeless acceptances		
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.1.6	To take a pro-active role in all homeless and housing services to prevent homelessness as a result of welfare benefit changes.		CYC Housing	Tom Britain		April-15	Completed	Housing service has taken a lead role in developing the solutions to the welfare reform at point of introduction. These include the work that has been done around the bedroom tax (downsizing, property swap shop, Money and Employment advisers, Local hubs, Housing week)
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.3	<b>Strategic Aim 1:</b> <b>Objective 3:</b> To reduce youth homelessness / re-offending rates.					To reduce youth offending by xxx		
<b>Strategic Aim 1:</b> Deliver and develop early intervention strategies to tackle predicted trends in homelessness.	1.3.1	To explore restorative justice mechanism for young people and how they can be embedded into service delivery and demonstrate reduction in repeat offending		YOT	Angela Crossland		Apr-15	Completed	YOT training sessions on youth justice and restorative measures have been completed. The PSI service also include regular support sessions for young people at HH4YP

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1</p>	<p><b>Strategic Aim 2:</b> <b>Objective 1:</b> To ensure people access housing advice and prevention services as soon as possible.</p>				<p>993 homeless presentations</p>	<p>Max 993 homeless presentations</p>		
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.1</p>	<p>To embed 'triage' service for those customers who are accepted on to (but waiting for ) housing floating support to services or have recently left floating support services to ensure that those at risk of homelessness do not loose their homes. To determine whether this approach has improved prevention</p>		<p>Supporting People</p>	<p>Carl Wain</p>		<p>April-14</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.2</p>	<p>To explore options to retain a 'Through the Gate' type service to advise and mentor offenders leaving prison in order to prevent homelessness and re-offending.</p>		<p>NY Probation</p>	<p>Martin Weblin (lead amended)</p>		<p>01/04/2015 (date amended)</p>	<p><b>Completed</b></p>	<p>This scheme ended in March 2014 due to end of funding. CRC now provide this service as part of National Probation contract changes, although in new (prison based) format.</p>



<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.3	<p>Housing Options and Housing Registrations Team is promoted as a generic service available to all while at same time encouraging those in housing need - in particular to vulnerable, elderly, ethnic groups to approach the service asap.</p>		CYC Housing	Yvonne Burns / Judi Dove		April-15	Completed	<p>Specialist services - Salvation Army EIP, Youth Homeless Workers and Older person housing options worker embedded in service. Ongoing partnership training to ensure all agencies are aware of services and refer appropriate customers. extended until 31/3/16. Further external funding required if to continue</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.4	<p>Ensure staff in Housing Registrations provide relevant housing advice to those registering with NYHC who are homeless or at risk of homelessness.</p>		CYC Housing	Yvonne Burns		April-15	Completed	<p>Staff have been on basic homeless training however need to refresh</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.5	<p>Ensure staff in key advice agencies provide relevant housing advice to those who are homeless or at risk of homelessness.</p>		CYC Housing	Becky Ward		Review April 2015	Completed	<p>Ongoing accredited training</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.6	<p>Develop self help advice points within West Offices.</p>	<p>Need to improve written &amp; online information, develop assessment tool / triangle of need to identify where intensive work required.</p>	CYC Customer Centre	Eilidh Carricker		April-15	Completed	<p>Self help points and floor walker now established in West Offices.</p>

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.8	<p>In light of forthcoming Legal Services Commission contract changes (2013) to ensure customers have access to independent housing advice.</p>		CYC Housing	Becky Ward		April-14	Completed	LSC contract awarded to Keyhouse / Julian Pheby solicitors
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.9	<p>Improve advice for young offenders - develop Youth Offending Team (YOT) protocol.</p>		YOT	Angela Crossland		Protocol completed by April 2013	Completed	Introduced April 2015
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.1	<p>To embed 'triage' service for those customers who are accepted on to (but waiting for ) housing floating support to services or have recently left floating support services to ensure that those at risk of homelessness do not loose their homes. To determine whether this approach has improved prevention</p>		Adult Commissioning & Contract Team	Carl Wain		April-14	Completed	Triage provision has been embedded in most client group areas. This is monitored through feedback from providers in Business Meetings. Any future commissioning arrangements will consider including triage as standard to: 1. Ensure customers on the waiting list are assessed and immediate needs met 2. provide contact point between formal support sessions for existing customers 3. provide follow up contact for those struggling that no longer receive formal support
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.1.12	<p>To maximise use of available benefit and debts advice for agencies and customers</p>		CAB	Tony Lyndsey		Co-location working April 2013	Completed	York Advice Service

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.13</p>	<p>To work with faith groups / voluntary / community groups to raise awareness of homelessness and services available.</p>		<p>Restore</p>	<p>Barrie Stephenson</p>		<p>April-13</p>	<p><b>Completed</b></p>	<p>Series of meetings, training , Terms of Reference agreed at Homeless Forum March 2015 to incorporate voluntary groups to ensure ongoing partnership</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.14</p>	<p>To improve statistics re Housing Options contacts (reasons, customer groups)</p>		<p>CYC Housing</p>	<p>Judi Dove</p>		<p>April-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.16</p>	<p>Review and re-print recently launched older persons housing options guide.</p>		<p>CYC Housing</p>	<p>Alice Walker</p>		<p>Feb-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.1.17</p>	<p>To review provision of older persons housing advice surgeries, expand where appropriate into ad hoc drop ins (coffee mornings).</p>		<p>CYC Housing</p>	<p>Yvonne Burns</p>		<p>Sep-13</p>	<p><b>Completed</b></p>	<p>Older person housing options worker started. Need evaluation and seek further funding</p>

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.2</b></p>	<p><b>Strategic Aim 2: Objective 2: Prepare for and minimise effect of changes to Welfare Benefit Housing Benefit / Local Housing Allowance.</b></p>				<p>151 homeless acceptances</p>	<p>Max 151 homeless acceptances</p>		
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.2.1</b></p>	<p>Using DWP monies (2012-13) to advise targeted HB customers identified with benefit changes.</p>		<p>CYC Benefits</p>	<p>John Madden</p>		<p>April-13</p>	<p><b>Completed</b></p>	<p>A stand alone project which targeted specific individuals.</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.2.2</b></p>	<p>Inform landlords of Welfare Benefit changes.</p>		<p>CYC Housing</p>	<p>Ruth Abbott - CYC Housing</p>		<p>April-14</p>	<p><b>Completed</b></p>	<p>Advised via HB and landlord forums</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.2.3</b></p>	<p>Improve housing staff knowledge on Department Works and Pensions(DWP) work and benefits - in light of upcoming changes to benefits and addressing wordlessness and DWP staff on housing issues (Jobcentre Plus)</p>		<p>CYC Housing</p>	<p>Becky Ward</p>		<p>Staff training / presentation by April 2013</p>	<p><b>Completed</b></p>	



<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.2.4	To review NYHC common allocations policy in light of welfare benefit reforms.		CYC Housing	Yvonne Burns		Implementation July 13	Completed	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.2.5	To publicise change to welfare benefits to applicants accessing housing advice / support and living in supported housing.		CYC Housing	Becky Ward		April-14	Completed	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.2.6	To ensure that customers have access to IT in order to apply for welfare benefits		DWP	Julia Davies		April-14	Completed	IT, free wifi and support available in job centre, libraries and West Offices
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.2.7	To support and educate customers about implications of welfare benefit reforms to enable them to manage.		CYC Housing	Tom Brittain		April-18	Completed	Specific welfare reform project for those affected by benefit caps, information to tenants affected by bedroom tax, specific leaflets developed.

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.3</b></p>	<p><b>Strategic Aim 2: Objective 3: To provide a safe and effective Housing Options / Registration service from West Offices.</b></p>					<p>Fully operational by September 2013</p>		
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.3.1</b></p>	<p>Advertise move to West Offices, ensure agencies and customers know what is available, relevant leaflets, support, IT facilities.</p>		<p>CYC Customer Centre</p>	<p>Jane Benson</p>		<p>February-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.3.2</b></p>	<p>Ensure the reception provides a safe environment for staff and all customers (YOT, Housing, CSC) -inclusive and supportive but with underlying zero tolerance and system in place to alert regarding excluded customers / SWR.</p>		<p>CYC Customer Centre</p>	<p>Lisa Phillips</p>		<p>February-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.3.4</b></p>	<p>Further improve communications options (e.g. e-mail enquires, confidential helpline, touch information points, texting).</p>		<p>CYC Customer Centre</p>	<p>Lisa Phillips</p>		<p>Redesign service by April 2013</p>	<p><b>Completed</b></p>	<p>will also form part of the transformation agenda</p>

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.4</b></p>	<p><b>Strategic Aim 2: Objective 4: To ensure emergency beds are available for those at risk of rough sleeping.</b></p>				<p>2012 submission: 8</p>	<p>To reduce rough sleeping to 2 by 2018</p>		
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.4.1</b></p>	<p>To adopt No Second Night Out Protocol and tackle 'new' rough sleeping.</p>		<p>Peasholme</p>	<p>Dave Knowles</p>		<p>April-14</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.4.2</b></p>	<p>To embed the HUB assessment service and develop a menu of 'single service offers'</p>		<p>Peasholme</p>	<p>Dave Knowles</p>		<p>April-14</p>	<p><b>Completed</b></p>	<p>Delivered by Salvation Army, NSNO contract</p>
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p><b>2.5</b></p>	<p><b>Strategic Aim 2: Objective 5: To ensure customers are central to all housing work.</b></p>					<p>Customer engagement policy &amp; programme by April 2016</p>		

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.3	To ensure all accommodation based services have regular residents meetings which feed into wider housing agenda.		Adult Commissioning & Contract Team	Carl Wain		April-14	Completed	Quality Assessment Framework now includes assessment of resident meetings and ensures they are effectively recorded.
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.4	To develop social enterprise work opportunities and employment skills for homeless , offenders and others who are disadvantaged in the job market and roll out into all homeless services.		Peasholme & YACRO	Dave Knowles / Peter Hart		April-14	Completed	All objectives against my name relate to work training and prep. All have been achieved. 22 successful training and work experience placements for homeless men and women with alcohol/ drug problems and offending history. Delivered with partners via ES Funding with West York's CRC and Social Enterprise. We had the highest proportion of successful completions in the funding area (WY & NY and York).
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.5	pre-employment training, mentoring and access to work placements		Peasholme & YACRO	Dave Knowles / Peter Hart		September-14	Completed	All objectives against my name relate to work training and prep. All have been achieved. 22 successful training and work experience placements for homeless men and women with alcohol/ drug problems and offending history. Delivered with partners via ES Funding with West York's CRC and Social Enterprise. We had the highest proportion of successful completions in the funding area (WY & NY and York). Peasholme Charity offer vol training placements
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.8	To employ an apprentice within Housing services and to expand opportunities within other sectors.		CYC Housing	Becky Ward		April-13	Completed	



<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.6</p>	<p><b>Strategic Aim 2:</b> <b>Objective 6:</b> <b>To advise customers of changes to NYHC policy.</b></p>							
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.6.1</p>	<p>To advise customers of forthcoming changes via website and information leaflets.</p>		<p>CYC Housing</p>	<p>Yvonne Burns</p>		<p>August-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>2.6.2</p>	<p>To inform and train staff in revised NYHC policy. All relevant agencies to release staff for training</p>		<p>CYC Housing</p>	<p>Yvonne Burns</p>		<p>December-13</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	<p>3.1</p>	<p><b>Strategic Aim 3:</b> <b>Objective 1:</b> <b>Increase the supply of affordable housing and maximise the use of existing housing stock.</b></p>	<p>256 affordable homes over past 3 years (2005/6 to 2007/8).</p>				<p>Affordable homes increased by 750 by 2018</p>		

<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.1	Agree targets for new developments (housing for rent and housing for discount sale). Link to Housing strategy to ensure that appropriate balance is achieved. Target for 2013/14 is 150	xxx affordable homes built xxx.	CYC Housing	Paul Landais Stamp		April-14	Completed	2013-14 (50), 2014-15 (131), forecast 2015-16 (142)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.2	To agree outline criteria for flexible tenancies where appropriate (links to tenancy strategy)		CYC Housing	Denis Southall		July-14	Completed	Completed – This is in the tenancy policy and flexible tenancies will only be used for specific purposes
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.3	If agreed by Registered Social Landlord (RSL) to implement use of 'affordable rent' properties.		York Housing Association	Kate Spencer		July-14	Completed	Number of RSL's now use affordable rents (JoRo – Flexible tenancies are only used in the case of starter tenancies. We use these where the applicant is not coming from a previous social housing tenancy, Home Housing – use starter tenancies, have a flexible tenancy policy)
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.4	To incorporate use of affordable rents and fixed term tenancies in NY common allocations policy.		CYC Housing	Yvonne Burns		July-13	Completed	
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.5	To monitor and respond to potential increased need for accommodation and emergency accommodation in light of forthcoming welfare benefit changes.		CYC Housing	Becky Ward		April-14	Completed	This was monitored when WB reforms were introduced. Proactive approach to moving people in social housing / downsizing. No significant impact on homelessness. Consideration of welfare reforms now intrinsic in 'day job'

<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.7	To formalise and differentiate between crash pad, emergency placements and NSNO and exit strategy for non engagement.		CYC Housing	Tim Carroll		September-14	<b>Completed</b>	Incorporated into NSNO protocol 2015
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.1.9	Increase level of fraudulent investigation into non occupation / subletting of social housing.		CYC Housing	Denis Southall		HSMT report by April 2012	<b>Completed</b>	Ongoing work with Veritau on this and we continue to have a small number of successes / prosecutions. Uncertainty over the future of Veritau.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2	<b>Strategic Aim 3: Objective 2: To increase use of private rented sector to provide accommodation for those in housing need.</b>	13 private lets arranged through the Prevention team in 2007/8 but no qualifying offers.			YorHome properties: 75 Bond Guarantees: 60	YorHome: Increase to 150 by 2015. PRS: Increase access		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.2	To explore option to develop an accredited landlord scheme.		CYC Housing	Ruth Abbott		July-13	<b>Completed</b>	started in December 2013
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.4	Improve interaction with private landlords, CYC HO to regularly attend landlord forum.		CYC Housing	Judi Dove / Anne-Marie Douglas		April-13	<b>Completed</b>	

<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.2.5	Research incentives to move people in PRS.	Apr-14	CYC Housing	Becky Ward / Kim Robertshaw (sub regional work)	September-13	<b>Completed</b>	Ryedale report
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.2.6	Increase supply of shared houses / HMO's and other move on accommodation.		CYC Housing	Becky Ward / Kim Robertshaw (sub regional work)	April-14	<b>Completed</b>	Salvation Army PRS post working with single homeless
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.2.7	Develop a 'menu' of resources to ensure customers 'tenancy ready' including targeted support, tenancy training, production DVD about rights etc, money advice etc.		CAB	Denis Southall	December-14	<b>Completed</b>	CYC tenancy training updated April 2015. All support projects have tenancy training for customers
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.3	<p><b>Strategic Aim 3:</b> <b>Objective 3:</b> <b>Reduce the use of temporary accommodation whilst improving the standard of temporary / hostel provision where it exists.</b></p>	209 households in temporary accommodation in 2007/08.			Temporary accommodation Dec 12 : 99	Not exceeding 99	
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.3.2	Review Howe Hill for Young People pilot and if successful agree long term location of project, improvements and possible extension (6 units at back of HH4YP)		HH4YP steering group	Howard Lovelady (HH steering group)	April-14	<b>Completed</b>	Review completed demonstrating 100% success. Of the young people that have been through the resettlement process 100% are still in their tenancies. Nominated for Inmortion award and reach the final



<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.4	Establish a decent standard for hostel accommodation.		CYC Housing	Kate Grandfield		December-14	<b>Completed</b>	some improvement work done in March\April at ordinance lane. Long term solution is to reprovod temporary accommodation
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.5	Tackle the issue of increasing use of temporary accommodation through further prevention schemes, effective homeless decisions, effective use of		CYC Housing	Kate Grandfield / Becky Ward		April-15	<b>Completed</b>	Homelessness and use of temp accommodation continues to decrease. at March 2014 79 applicant were any temporary accommodation, 65 31/3/15
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.7	To review use of move on flats as a tier 2B provision of supported housing. Look to expand formally to Resettlement and IDAS		CYC Housing	Tim Carroll		April-14	<b>Completed</b>	New lease in place and agreement to work with customers outside 16-25 age group if required. .
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4	<b>Strategic Aim 3: Objective 4: Ensure appropriate temporary / supported housing to minimise use of B&amp;B.</b>	10 households in B&B at 31 March 2008.				Under 17s in B&B: 0 B&B over 6 weeks: 0		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.1	Streamline move on in YP services with reconfiguration of tier 1 and 2 and if possible identify larger premises for tier 2 young people.		Supporting People	Carl Wain		April-14	<b>Completed</b>	Tier 1 and 2 done, with ongoing development work been undertaken multiagency. Larger premises has not happened due to cost.

<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.2	Adopt No Second Night Out protocol and optimise the use of vacant bed spaces.		Peasholme Charity	Dave Knowles		July-13	<b>Completed</b>	
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.3	To look at need for remand beds in light of changes to Youth Justice System.		YOT	Angie Crossland		November-13	<b>Completed</b>	Remand use limited to most serious cases. Remand process between YOT and Social Care managing need. Further discussion may be required as an ongoing development.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.5	Consider the impact in the change of definition of domestic violence from 18 to 16 in respect to suitable supported accommodation for 16-18 year olds fleeing domestic violence		Supporting People & IDAS	Carl Wain / Sarah Hill		April-14	<b>Completed</b>	IDAS have considered this and are able to meet the demand of 16 – 18 yr olds
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.6	Address capacity of hostels and supporting housing projects		Arclight	Jeremy Jones		December-15	<b>Completed</b>	bed a head scheme, crashpads/nsno operating in all hostels under resettlement
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.4.7	Formalise emergency crash pad service provided by CYC and expand into other services as appropriate.		CYC Housing	Tim Carroll		July-13	<b>Completed</b>	NSNO re-written to include crashpad.

<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.5</b>	<b>Strategic Aim 3:</b> <b>Objective 5:</b> <b>Increase the use of housing association (RSL) lets for homeless and potentially homeless households.</b>	12% of all RSL lets in 2007/8.		Anne Marie Douglas		RSL lets: Minimum 25% by 2008/9.		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.5.1.</b>	Agree direct lets by partner agencies into LA area RSL'S (CBL review)		CYC Housing	Yvonne Burns		July-13	<b>Completed</b>	included in NYHC review. Informal agreement with JoRo
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.5.1.</b>	Review North Yorkshire Home Choice social housing allocations framework in light of legislative changes.		CYC Housing	Yvonne Burns		July-13	<b>Completed</b>	
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.6</b>	<b>Strategic Aim 3:</b> <b>Objective 6:</b> <b>Ensure access to specialist accommodation.</b>					Supported housing for SAP referrals		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.6.2</b>	Develop a supported housing strategy.		CYC Housing	Louise Waltham		Apr-13	<b>Completed</b>	

<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.3	To ensure needs of people with learning difficulties is incorporated into the Supported Housing Strategy.		CYC Commissioning	Katie Brown		April-15	Completed	
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.6.4	Agree suitable adaption / provision of suitable supported accommodation for young parents.		Supporting People	Carl Wain		April-14	Completed	Converted 2 units at HH4YP into young parents units.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7	<b>Strategic Aim 3:</b> <b>Objective 7:</b> <b>Reduce the number of people with mental illness and complex needs being accommodated in temporary accommodation / general supported</b>	14 people with complex needs coming through homeless route in 2007/8.			Baseline figures 14 October 2012	Reduce by 50% by March 2015.		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.7.2	Establish mental health tracking panel.		CYC Housing	Alice Walker		April-13	Completed	Was established but could not be maintained. Is now integrated into MH Strategy Group
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8	<b>Strategic Aim 3:</b> <b>Objective 8:</b> <b>Implement NSNO and tackle entrenched rough sleeping.</b>	2 people sleeping rough at 31 March 2008.			2012 submission: 8	Reduce to 2 by 2018		



<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8.1	Improved working with faith groups to harness their support and involvement and feel supported / able to sign post to services.		Restore	Barrie Stevenson		April-15	Completed	ongoing HL training for street angels, Barry now part of resettlement strategy and homeless forum and NSNO and severe weather working groups
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8.2	Address issues that cause street drinking / drug dependency / meaningful work / social enterprise / activities.		CYC Housing	Becky Ward Spot purchase (Mark Baker YEAST)		April-15	Completed	Contract for personalisation / spot purchase provision of services if required. MEAM
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.8.3	Develop sub regional community champions (Amended)		CYC Housing	Becky Ward /Nina Pinder (sub regional work)		April-14	Completed	Links to 1.1.5
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.9	<b>Strategic Aim 3:</b> <b>Objective 9:</b> <b>Review the provision and need for specialist services for women (include women's centre).</b>							
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.9.1	To look at recommendations in the report, carry out any further research and explore feasible options and costings		IDAS	Sarah Hill		September-14	Completed	YACRO women's hostel opened Aug 2014

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.1.1	Improve links with dedicated drugs / alcohol services to support people that are homeless.		Lifeline	Kim Mitchelle		April-15	Completed	Lifeline part of MEAM and HL forum. Links to 4.1.2
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.1.4	Appropriate links and change to services to incorporate raised school age.		Castlegate	Shirley Gennery-		April-14	Completed	New emphasis in YEW training. No further action required
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.1.7	Targeted budgeting work in light of welfare benefit changes.		York Housing Association	Dave Knowles/Kate Spencer		April-14	Completed	My Life, My money
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.</p>	4.1.8	Explore need to ensure customers can access detox and rehabilitation services for those with alcohol dependency. (Amended)	July-15	DAAT	Leigh Bell		April-15	Completed	City of York council commission a range of specialist alcohol treatment from the providers Lifeline and Changing Lives, this includes specialist community detoxification and clinically lead in patient detoxification, with the aim of abstinence from alcohol. In addition a community based rehabilitation service is commissioned through Changing Lives who offer a programme of the same intensity as a residential placement but with independent accommodation. Residential placements are available to people who meet the pre determined criteria based on their medical needs.

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.1.9	To explore and if possible implement MEAM approach for complex customers (Making Every Adult Matter)		Arclight	Jeremy Jones		April-15	Completed	Funding agreed, recruitment in progress
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.1.10	Improve the programme of support and development for YP (passport to housing) to reduce failed tenancies.		CYC Housing	Becky Ward / Kim Robertshaw (sub regional work)		April-13	Completed	
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2	<p><b>Strategic Aim 4:</b> <b>Objective 2:</b> <b>Increase tenancy sustainment through the provision of earlier intervention appropriate support.</b></p>	Of the 16/17 year olds placed in temporary accommodation 65% failed their tenancies.				Tenancy sustainment by 16/17 year olds in temporary accommodation: 90% by 2013.		
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2.1	To ensure customers are referred to appropriate housing / debt support as soon as possible in conjunction with provision of advice.		CYC Housing	Becky Ward		April-14	Completed	
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2.2	To explore and evaluate need for specialist services for survivors of abuse and trauma.		IDAS	Sarah Hill		April-14	Completed	IDAS commissioned to deliver sexual abuse training and domestic abuse training. Provision rape helpline. Provision of Kyra

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2.3	To agree protocol for dealing with bankruptcy and debt relief orders.		CYC Housing	Denis Southall		July-14	Completed	Process established
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2.4	To agree protocol when dealing with joint tenancy issues when DV.		CYC Housing	Denis Southall		July-14	Completed	Completed –included in update on guidance on tenancy amendment
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.2.7	Monitor reason for rejection of SAP referrals and report to Commissioning and Contracts Team (SP)		Adult Commissioning & Contract Team	Carl Wain		April-15	Completed	This now incorporated into monthly SAP reports where this occurs.
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.3	<p><b>Strategic Aim 4:</b> <b>Objective 3:</b> <b>Increase the number of people with mental illness and complex needs achieving independent living through the provision of more specialist support.</b></p>	To be confirmed.			In non-specialist accommodation/no discharge plan at Feb 2013: 35 people	Improve access to appropriate services and / or supported accommodation for people with mental health issues.		
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	4.3.1	To review mental health resettlement in line with CBL and ensure agreed system works for all agencies.		CYC Housing	Yvonne Burns		April-13	Completed	

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	<p>4.4</p>	<p><b>Strategic Aim 4:</b> <b>Objective 4:</b> Ensure support services meet the needs of all groups including those from the black and minority ethnic communities.</p>	<p>Research to be commissioned August 2008 with report findings due Dec 2008.</p>				<p>To monitor &amp; profile access to services via SAP, HL statistics and SP</p>		
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent</p>	<p>4.4.7</p>	<p>ABS 'reporting line' PRS / LA / RSL.</p>		<p>Safer York Partnership</p>	<p>Paul Morrison</p>		<p>April-15</p>	<p><b>Completed</b></p>	<p>ASB HUB now an integrated service.</p>
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.</p>	<p>5.1</p>	<p><b>Strategic Aim 5:</b> <b>Objective 1:</b> Strong local authority leadership on the homelessness agenda.</p>	<p>Tackling homelessness and its causes requires the involvement of a wide range of service providers. The local authority can play a key role in articulating local needs and coordinating appropriate responses .</p>			<p>Homelessness Strategy 2008 - 2013 agreed and multi agency Steering Group established.</p>	<p>Support and enable delivery of the agreed strategic aims and objectives by March 2013.</p>		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p>5.1.3</p>	<p>To influence drugs strategy - with emphasis on recovery model.</p>		<p>CYC Housing</p>	<p>Tim Carroll</p>		<p>April-16</p>	<p><b>Completed</b></p>	<p>Done recovery model imbedded in working practice and close links with Oaktrees.</p>



<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p><b>5.2</b></p>	<p><b>Strategic Aim 5:</b> <b>Objective 2:</b> <b>A greater role for a wider set of agencies in tackling homelessness and a greater use of shared protocols and agreed principles for joint working.</b></p>	<p>2 RSL homelessness action plans 2007/8.</p>				<p>Agencies sign up to and adhere to relevant protocols and strategies</p>		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.</p>	<p><b>5.2.1</b></p>	<p>That relevant RSL's sign up to and pro-actively adhere to NYHC policy and work to rehouse those accepted as homeless</p>		<p>York Housing Association</p>	<p>Kate Spencer</p>		<p>September-14</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.</p>	<p><b>5.2.3</b></p>	<p>Review information sharing agreements signed by customers.</p>		<p>CYC Housing</p>	<p>Judi Dove</p>		<p>April-13</p>	<p><b>Completed</b></p>	

<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p><b>5.5</b></p>	<p><b>Strategic Aim 5: Objective 5:</b> <b>Improve cross boundary / agency working.</b> To enable increased mobility</p>	<p>Overall costs of homeless services around £4.4m per annum, around half of which is funded through Supporting People.</p>						
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p>5.5.2</p>	<p>Determining common non-professional approach to mental health to inform JSNA.</p>	<p>To ensure multi-agency working.</p>	<p>CYC Adults</p>	<p>Michael Melville</p>		<p>April-15</p>	<p><b>Completed</b></p>	<p>Housing contributed to JSNA</p>
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p>5.5.7</p>	<p>To update terms of reference for RS group, YP group and HL forum to represent need for campaigning and influencing.</p>		<p>CYC Housing</p>	<p>Becky Ward</p>		<p>April-14</p>	<p><b>Completed</b></p>	
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and</p>	<p>5.5.8</p>	<p>Develop links with Public Health, Health and Wellbeing Board</p>		<p>CYC Public Health</p>	<p>Julie Hotchkiss</p>		<p>April-14</p>	<p><b>Completed</b></p>	<p>Julie Hotchkiss represents Public Health on Homeless Strategy Executive Group and H&amp;W Board No other formal links</p>

<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.</p>	5.5.9	Review Homeless Strategy Action Plan		CYC Housing	Becky Ward	July-15
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Completed	Planning started, consulation June 2015
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Strategic Aim	Ref	Objectives	Baseline position	Lead	Lead contact	2011/12 Baseline	Target/date	Status	Update/Comments ( Please initial & date for tracking )
<b>Strategic Aim 1:</b> Deliver and develop early	<b>1.2</b>	<b>Strategic Aim 1: Objective 2:</b> To provide support	to reduce street drinking			June 2012: 8 street drinkers	Rough sleeping target is 2		
<b>Strategic Aim 1:</b> Deliver and develop early	1.2.4	to address 7 prioritise law enforcement re. begging and rough		Sarah York Partners	Paul Morrison			<b>Deleted</b>	incorporated into 1.2.1
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.1</b>	<b>Strategic Aim 2: Objective 1:</b> To ensure people access housing advice and prevention services as soon as possible.				993 homeless presentations	Max 993 homeless presentations		
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	2.1.10	Ensure victims of domestic violence are aware of, feel confident to and can access appropriate services, in particular we have anecdotal evidence that Gypsy and Travellers do not access this service.		NY Probation	Jo Beilby - DA Co-ordinator		Draft to DA forum by April 2012	<b>Deleted</b>	AMD to chase with Jo Bielby
<b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.	<b>2.5</b>	<b>Strategic Aim 2: Objective 5:</b> To ensure customers are central to all housing work.					Customer engagement policy & programme by April 2016		

<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.1	Increase the skills and confidence of staff to make customer involvement central to their daily work.		CYC Housing	Anne Marie Douglas		Training & changes in working practice by December 2013	<b>Deleted</b>	This is internal not strategic
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.6	To provide diversionary activities for street drinkers / rough sleepers.		Safer York Partnership	Paul Morrison / Jeremy Jones		April-15	<b>Deleted</b>	See 1.2.2
<p><b>Strategic Aim 2:</b> Ensure that people at risk of homelessness are aware of and have access to services they may need to prevent it.</p>	2.5.7	To develop opportunities for customers to volunteer / mentor others in similar situations.		YOT	Angela Crossland		April-16	<b>Deleted</b>	Young volunteers strategy in city is not in place. Further work at directorate level required on city wide volunteer strategy.
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.2	<b>Strategic Aim 3: Objective 2:</b> <b>To increase use of private rented sector to provide accommodation for those in housing need.</b>	13 private lets arranged through the Prevention team in 2007/8 but no qualifying offers.			YorHome properties: 75 Bond Guarantees: 60	YorHome: Increase to 150 by 2015. PRS: Increase access		
<p><b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.</p>	3.2.9	To explore innovative ideas to increased shared houses (Julie Rugg research - speed dating)		CYC Housing	Denis Southall		01/04/2016 (date amended)	<b>Deleted</b>	See above 3.1.18 – linked to HMO ideas



<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.2.11	Explore renting properties when elderly home owner moves to council accommodation (part of NHYC)		CYC Housing	Yvonne Burns		July-13	<b>Deleted</b>	NYHC changed policy on homeowners, no longer an option.
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	<b>3.3</b>	<b>Strategic Aim 3: Objective 3:</b> <b>Reduce the use of temporary accommodation whilst improving the standard of temporary / hostel provision where it exists.</b>	209 households in temporary accommodation in 2007/08.			Temporary accommodation on Dec 12 : 99	Not exceeding 99		
<b>Strategic Aim 3:</b> Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.	3.3.3	Research needs of complex young people and options if HH4YP not suitable.		YOT	Angela Crossland		April-15	<b>Deleted</b>	pilot at Howe Hill has been successful
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.	<b>4.1</b>	<b>Strategic Aim 4: Objective 1:</b> <b>Ensure range of appropriate services and care for vulnerable customers.</b>	No robust data available.		Resettlement Manager				
<b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent	4.1.5	Explore viability of 1 emergency on-call system for supported housing.		Adult Commissioning & Contract Team	Carl Wain		September-14	<b>Deleted</b>	Any considerations will be made through any tender decisions for April 2016, although there will be

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4	<p><b>Strategic Aim 4: Objective 4:</b> Ensure support services meet the needs of all groups including those from the black and minority ethnic communities.</p>	<p>Research to be commissioned August 2008 with report findings due Dec 2008.</p>				<p>To monitor &amp; profile access to services via SAP, HL statistics and SP</p>		
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.1	<p>Ensure no detriment to customers health provision as result of change to PMS service.</p>		<p>Leeds and York Health</p>	<p>Eddie Devine</p>		<p>April-14</p>	<p><b>Deleted</b></p>	<p>Service closed, no further action</p>
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.3	<p>Improved links with adult social care to ensure customers can access Community Care assessments (provision of training)</p>		<p>CYC Adults</p>	<p>Michael Melville</p>		<p>April-14</p>	<p><b>Deleted</b></p>	<p>Link to 4.1.3</p>
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.4	<p>Review when to close a case / proactive work to get a complex / chaotic customer into services (supported housing, mental health etc)</p>					<p>April-15</p>	<p><b>Deleted</b></p>	<p>Individual project decision / contract</p>
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.5	<p>Develop system to address issues that cause street drinking / drug dependency / meaningful work / social enterprise / activities.</p>		<p>YACRO</p>	<p>Peter Hart</p>		<p>April-15</p>	<p><b>Deleted</b></p>	<p>Not viable action. Look at provision of diversionary activities and ongoing work with individuals. Link to 1.1.2</p>

<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.6	ASB categories / consistency and consistent approach with consequences.		Safer York Partnership	Paul Morrison		April-15	<b>Deleted</b>	ASB HUB now an integrated service.
<p><b>Strategic Aim 4:</b> Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent</p>	4.4.9	Explore need to ensure customers can access detox and rehabilitation services for those with alcohol dependency.		DAAT	Leigh Bell		April-14	<b>Deleted</b>	Duplicate 4.1.8
<p><b>Strategic Aim 5:</b> <b>Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are homeless or at risk of homelessness.</b></p>	5.1	<p><b>Strategic Aim 5: Objective 1:</b> <b>Strong local authority leadership on the homelessness agenda.</b></p>	Tackling homelessness and its causes requires the involvement of a wide range of service providers. The local authority can play a key role in articulating local needs and coordinating appropriate			Homelessness Strategy 2008 - 2013 agreed and multi agency Steering Group established.	Support and enable delivery of the agreed strategic aims and objectives by March 2013.		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.1.6	Review strategy action plan annual and comprehensive refresh.		CYC Housing	Becky Ward (lead amended)		April-15	<b>Deleted</b>	see 5.5.9

<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	<p>5.2</p>	<p><b>Strategic Aim 5: Objective 2:</b> A greater role for a wider set of agencies in tackling homelessness and a greater use of shared protocols and agreed principles for joint working.</p>	<p>2 RSL homelessness action plans 2007/8.</p>				<p>Agencies sign up to and adhere to relevant protocols and strategies</p>		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	<p>5.2.4</p>	<p>Review and update information sharing agreement.</p>		<p>CYC Housing</p>	<p>Becky Ward</p>		<p>April-13</p>	<p><b>Deleted</b></p>	<p>First draft completed but being improved. Combined with 5.2.2</p>
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	<p>5.3</p>	<p><b>Strategic Aim 5: Objective 3:</b> Increased sharing of information between agencies and more joint training to promote wider understanding of homelessness and its prevention.</p>	<p>Consultation with stakeholders during the development of this strategy found a need for greater</p>				<p>Relevant protocols in place Sept 2014</p>		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	<p>5.3.1</p>	<p>Improve links between alcohol related health issues and housing.</p>		<p>Arclight</p>	<p>Jeremy Jones</p>		<p>Report to HL strategy exec Apr 2014</p>	<p><b>Deleted</b></p>	
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	<p>5.3.2</p>	<p>Use ward profiles to determine potential homeless 'hotspots'.</p>		<p>Children's Trust</p>	<p>Judy Kent</p>		<p>Undertake research and present to youth HL strategy by April 2014</p>	<p><b>Deleted</b></p>	<p>Historic research completed.</p>

<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.3.3	Develop a scorecard to correlate city wide stats		Children's Trust	Judy Kent		April-14	Deleted	
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.4	<p><b>Strategic Aim 5: Objective 4: Increased and ongoing customer consultation to inform the development of future services and increased awareness within BME households of the housing and support services available.</b></p>	No framework of regular customer consultation to inform service development and improvement				Framework for customer consultation / insight by 2008/9. BME households aware of services & how to access by March 2014.		
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.4.2	Compare census and population statistics on ethnicity with homeless /housing registrations figures and ensure services meet need (proportional) to demand.		CYC Service Development	Alison Davies		April-14	Deleted	Integrated into strategy review
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.5	<p><b>Strategic Aim 5: Objective 5: Improve cross boundary / agency working.</b> To enable increased mobility</p>	Overall costs of homeless services around £4.4m per annum, around half of which is funded through						
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.5.1	Identify and explore barriers to health needs of customers when legitimately moving between LA boundaries. Use sub-regional approach via CBL and /or Vale of York geographical boundaries.	To ensure multi-agency working.	CYC Housing	Yvonne Burns		April-18	Deleted	Local Connection introduced in NYHC so no longer a significant issue



<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.5.3	Explore changing emphasis further to outcome priorities. Measure distance travelled for customers and service.	To maximise support value.	Adult Commissioning & Contract Team	Carl Wain		April-16	<b>Deleted</b>	St Andrews have now withdrawn from gathering outcome data. Outcome analysis now aligned with
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.5.4	Explore how co-ordination between services can be improved (Co-ordination between services see www.jrf.org.uk report 'Tackling homelessness: understanding complex lives' by Theresa McDonagh (2011)		CYC Housing	Becky Ward		April-15	<b>Deleted</b>	Deleted -
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide appropriate information, accommodation and support to meet the needs of people who are</p>	5.5.5	Making safe - assess emergency accommodation and access to perpetrator work (IDAP / Freedom programme)	To prevent repeated DV.	NY Police	Jo Beilby		01/07/2016 (date amended)	<b>Deleted</b>	links to 3.4.4
<p><b>Strategic Aim 5:</b> Ensure the effective multi-agency and partnership working occurs across all services to provide</p>	5.5.6	Explore potential to a different referral route for complex needs or entrenched customers within hospitals / wards.	To ensure planned approach to suitable accommodation for	CYC Housing	Alice Walker (amended lead)		01/04/2018 (amended date)	<b>Deleted</b>	

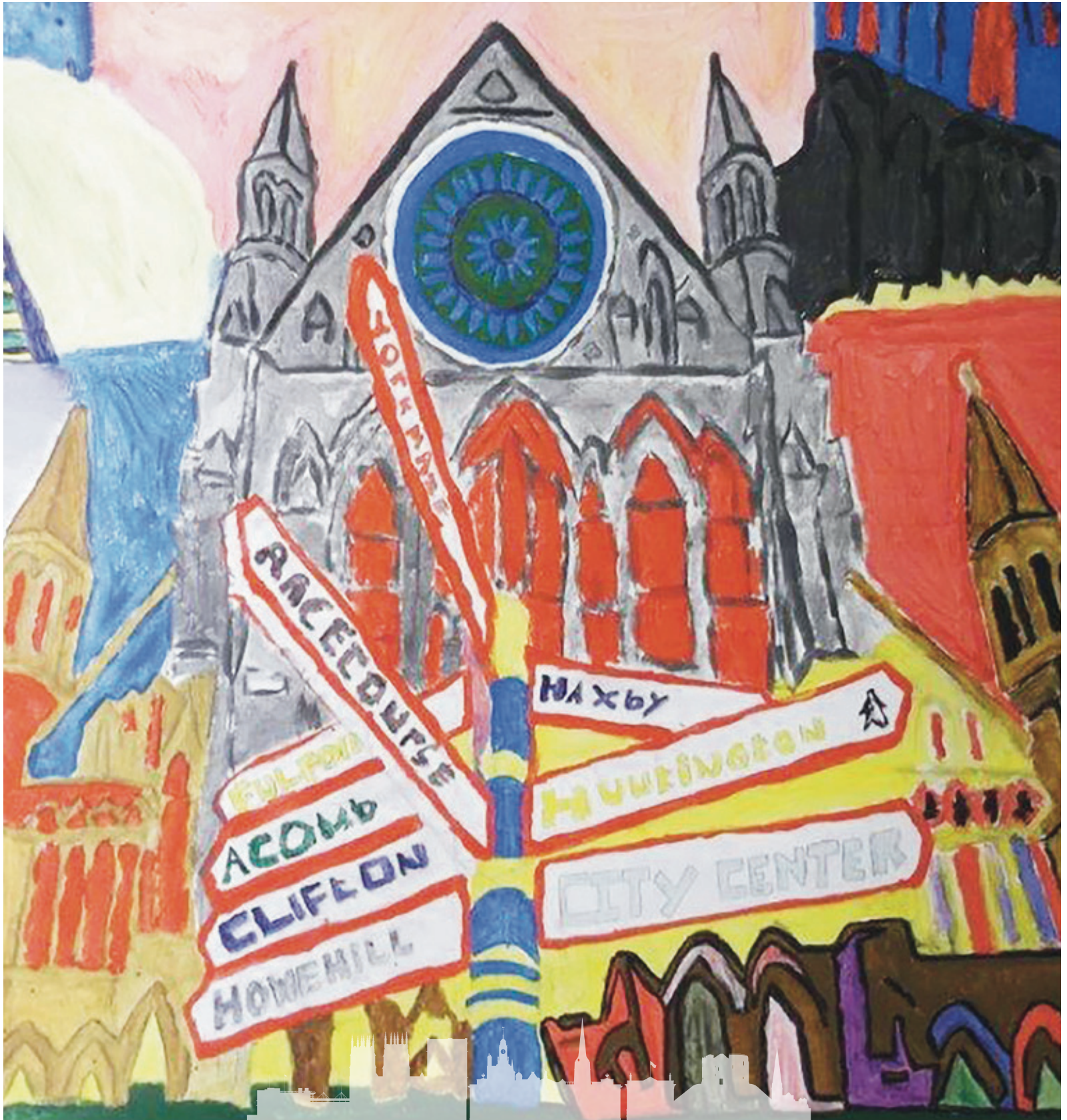
<b>Yet to start</b>
<b>On track</b>
<b>Behind Schedule</b>
<b>Stalled</b>
<b>Completed</b>
<b>Deleted</b>
<b>Amended</b>

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# Preventing homelessness together

## Strategy 2018-2023



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# Signatories to the strategy

The following agencies are committed to delivering the strategy and are members of Homeless Strategy Executive Group:

- City of York Council
- Changing Lives representing York Resettlement Group
- Safe and Sound Homes representing Youth Homeless Strategy Group
- Citizens Advice York representing voluntary sector agencies
- York Housing Association representing Registered Social Landlords (RSLs)
- Department of Work and Pensions
- National Probation Service
- Community Rehabilitation Company
- York Health and Wellbeing Board
- Clinical Commissioning Group
- Tees, Esk, Wear Valley NHS Trust
- York Children’s Trust



# Foreword



I am delighted to endorse the values and principles set out in this document. Those working to prevent homelessness across the city have shown real commitment to the work they do in both their daily tasks and in exceptional circumstances, such

as the floods in 2016 and extreme weather in 2018. The continued focus on prevention is imperative, last year over 600 households were helped to either remain in their current home or move to alternative accommodation rather than becoming homeless and going into temporary accommodation.

The strategy for 2018-23 will build on this success. With the new duties placed on councils under the Homeless Reduction Act and by working together to provide advice, support and help we aim to prevent homelessness whenever we can. We have recognised the problems of rough sleeping in York and identified actions to tackle this issue, by working in a more flexible ways and looking at how we ensure people are provided with a home and the skills to retain it and flourish in it.

**Cllr Helen Douglas,**  
Executive Member  
for Housing and Safer  
Neighbourhoods



While goodwill and compassion go a long way to meeting the immediate and obvious needs of homeless people, long term strategic solutions lie with all of us working together. Many partners have been involved in the production of this

five-year plan to reduce homelessness.

We can only applaud City of York Council for achieving the Gold Standard for Homeless Services, the third in the country to do so. This award in part was achieved because of effective partnership. While public attitudes to homelessness and rough sleeping often blame both the choices of the individuals or the lack of provision by the council, evidence shows two trends are largely responsible; a shortage of affordable housing and the impact of welfare reforms. There is much to do.

I therefore commend this five-year plan to you, trusting that all partners find the will, support and finance to implement and deliver its Strategic Aims. We commit to working together to prevent and reduce homelessness wherever possible.

**Barrie Stephenson,**  
Chair of York  
Homelessness Forum

# Overview

This strategy builds on achievements delivered through previous homelessness strategies. It sets out to build a future where the structural causes of homelessness are understood and acted upon. It seeks to ensure that mistakes in life or particular vulnerabilities do not lead to homelessness in ways they can do now.

The strategy shows how we will tackle the complex causes of homelessness by focusing on prevention and early intervention and on locally designed integrated services that step in when things go wrong.

Homelessness of all kinds has increased significantly in the last six years<sup>1</sup>. Nationally between 2009/10 and 2016/17 there was a 48 per cent rise in statutory homelessness<sup>2</sup>, a 169 per cent rise in rough sleeping<sup>3</sup> and, since 2012, a 60 per cent rise in the use of temporary accommodation.

Future projections suggest these rises are set to continue, presenting huge challenges for cities like York.

Many people, as part of everyday life, face experiences or triggers that could lead to homelessness, such as a relationship breakdown, financial crisis or the end of a tenancy. In

most cases individuals cope and find suitable accommodation using their own resources.

But for others it is these life events that tip them into homelessness, either because they lack the resources to tackle their immediate challenges - for example, enough money for a deposit or because they suffer more underlying problems such as an addiction or mental health problem, which makes it harder for them to deal with their situation.

## **‘Homeless is what I am, not who I am’**

We know that preventing homelessness is more cost effective than dealing with its consequences<sup>4</sup> and it delivers far better outcomes for those concerned.

Using powers and responsibilities set out in the Homeless Reduction Act 2017 we will re-double our efforts to make prevention and early intervention the backbone of our approach. However, full and effective implementation of the Act will depend in part on sufficient resources being available to fund it. Aside from this, more fundamental issues relate to the growing structural difficulties we may face in securing more affordable housing and improving people’s access to it.

<sup>1</sup> National Audit Office

<sup>2</sup> The Homelessness Monitor: England 2018

<sup>3</sup> Ibid

<sup>4</sup> A report in 2012 found that the average annual cost of homelessness was between £24,000 and £30,000 per person – Evidenced Review of the Cost of Homelessness, DCLG 2012.

# York's 'Gold Standard' Homelessness Services

York is recognised for the quality of services offered to homeless and potentially homeless households. In 2016 City of York Council achieved the government 'Gold Standard' award<sup>5</sup> becoming the third local authority in the country to do so. While the service meets this standard, there is always more that we can do.



The Homeless Reduction Act 2017 extends the responsibilities of local authorities including;

- A duty to prevent homelessness
- Amending the definition of homelessness to households served with a section 21 notice seeking possession.
- Extending the 'threatened with homelessness' period
- Requiring households to agree a Personal Housing Plan
- A new relief duty on councils to work to prevent homelessness and secure accommodation for all applicants regardless of priority need or intentionally homeless.
- A new duty on public bodies to notify councils when they suspect someone may be homeless or at risk of homelessness.

The council's Housing Options Service and partner agencies offer a range of services available to meet the statutory duty under the Act by providing advice and information to those at risk of homelessness, to prevent homelessness or help the customer to find alternative accommodation<sup>5</sup>. This can either be in supported housing, the social sector or in suitable private rented accommodation.

<sup>5</sup> Homeless Reduction Act 2017

If a household is homeless immediately, temporary accommodation may be provided while assistance is offered to help secure more permanent accommodation. Historic duties under the Housing Act 1996 only come into effect if prevention and relief duties are unsuccessful.

The council directly supports and works with a wide range of partners to deliver advice services, debt services, hostels and other supported accommodation for vulnerable people.

The early intervention and prevention team provide specialist advice to single homeless (18+), youth homeless workers provide specialist advice to young people aged 16 and 17 and the specialist housing adviser provides housing advice to frail elderly and older people with complex needs.

There is a range of supported housing in the city, in particular for single homeless and young people, provided by the council and via the Adult Commissioning Community Wellbeing contract.

These provisions sit alongside those in the Care Act 2014 that place responsibility on councils to prevent, reduce and delay the need for care and support.



# Homelessness in York

In October 2017 the York Homelessness Forum began reviewing homelessness in York. It looked at the housing market and pressures within it that can contribute to peoples housing problems. It looked at household incomes and levels of poverty that may add further pressures. And it looked at patterns of homelessness, including its main causes and the types of households affected<sup>6</sup>.

The Forum concluded we are likely to see increasing demands on housing advice, homelessness and related services for the foreseeable future.



<sup>6</sup> A wide range of evidence was used to understand the nature of homelessness in York and the reasons why people become susceptible to it.

## York's housing market

York's housing market is characterised by high levels of housing demand. Strong competition fuels prices and rents meaning those least able to compete, such as young people, young families and vulnerable households, can find their options limited.

The price of a home in York is well above the regional average and has been for many years.

Welfare reform including the Local Housing Allowance has served to narrow access to private sector tenancies for many households. Alongside this has been diminishing opportunities to access social tenancies as the pool of available properties continues to diminish.

There are around 1,500 households on the Housing Register waiting for the offer of an affordable rented home. New households join the register all the time yet with turnover of around 500 vacant properties per year (excluding transfers) many on the list face never being offered accommodation.

High demand for housing is set to continue. York's Local Plan aims to set house building targets that meet assessed need but it is the delivery of new homes that often lags behind the aspiration.



## Household incomes and poverty

Some households face growing challenges to access and sustain accommodation due to pressures on household budgets.

Average incomes of around £26,000 set against average house prices of £240,000 means housing affordability in York remains challenging for many with a ratio of 9:1.

Over 6,250 children live in poverty in York (Dec 2015) based on household income after housing costs. In some wards child poverty rates are around 33 per cent. This is despite low unemployment at just 1.3 per cent – half the national average - very low levels of benefits dependency and recent falls in youth unemployment.

Insecure employment and under employment are relatively high with a third of workers in part time work compared to 25 per cent nationally, a rise of 11 per cent since 2012.

Ongoing welfare reform are set to add further pressure to those with the least financial resources such as those on benefits, including a growing number of in-work claimant households. As a result absolute child poverty is set to increase nationally to 18 per cent by 2021 <sup>7</sup>.

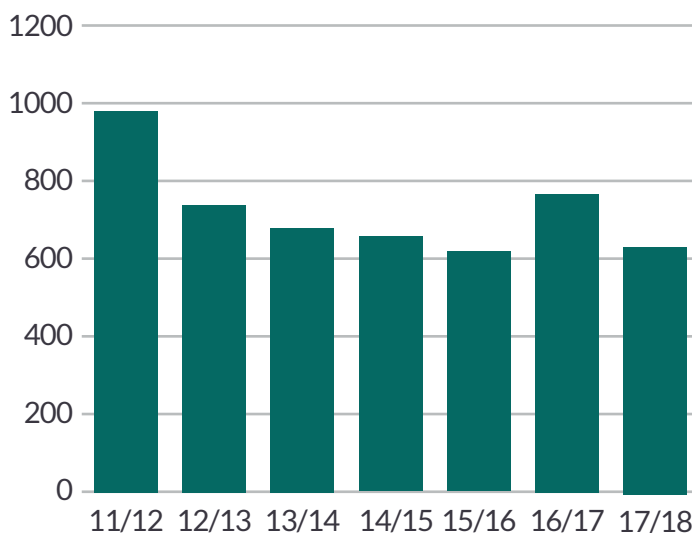
<sup>7</sup> Institute of Fiscal Studies

## Households approaching the council for help

The Housing Options service remains busy. In 2017/18 it saw 2,747 people worried about their accommodation of which 1092 were given comprehensive housing advice following detailed interview.

Across York 616 households were successfully prevented from being homeless or from presenting as homeless, similar to the previous year and up from 631 in 2015/16.

Homelessness preventions



## Homelessness prevention tools

There are a wide range of tools to help prevent homelessness. The most effective over the past five years have included:

- Debt advice
- Crisis intervention
- Negotiation / legal advocacy
- Resolving benefits issues
- Conciliation

### Preventing homelessness is cost-effective:

- The cost of mediation - for example, resolving family disputes to avoid someone becoming homeless - is nine times less expensive than finding someone new accommodation
- Advice on housing options, such as how to solve benefit problems or helping people manage their finances is estimated at around nine times less expensive than finding someone new accommodation
- The costs of a rent deposit scheme are estimated to be eight times less than providing accommodation under the main homelessness duty.

## Households accepted as statutory homeless

The council has a duty to assist those who can't be prevented from being homeless. Of the 166 households that presented as homeless under the Housing Act 1996, 90 were accepted as being homeless and in priority need, down from 97 in the previous year.

The Homelessness Reduction Act 2017 came into force in April 2018 and placed additional duties on local councils. Female lone parents represent the largest single group of households accepted as homeless at 32 per cent of all households.

In 2017/18 households accepted as homeless were in the following priority need groups:



## The main homelessness triggers

The main triggers for homelessness in York have remained fairly consistent. In 2017/18 the main triggers were relationship breakdown, eviction by family or friends and the ending of a private sector short hold tenancy.

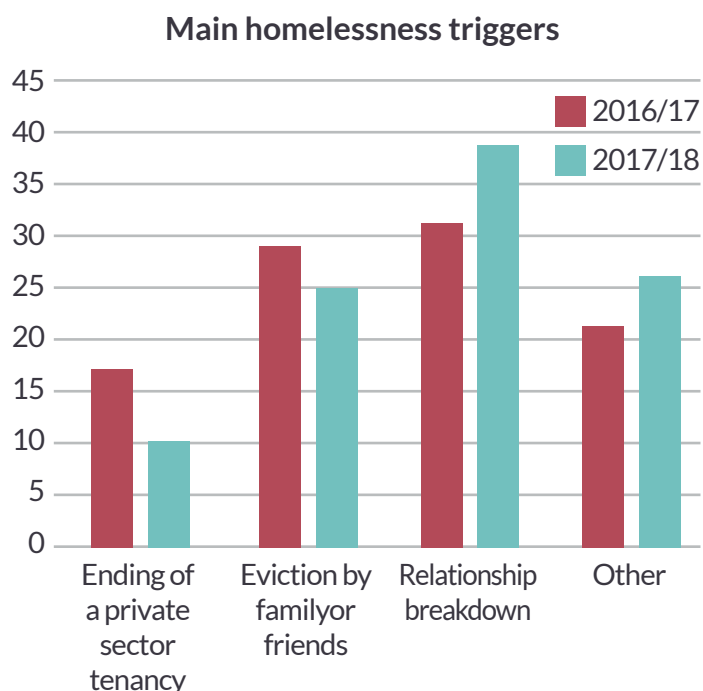


Homelessness arising as a result of relationship breakdown in York is double the national rate and homelessness arising from the ending of a private sector tenancy is half the national rate.

Eviction by family or friends predominantly involves young people or young families.

Pressures on young people look set to continue. A study by Homeless Link found welfare cuts were increasing the chances of young people becoming homeless. It said changes in eligibility and benefit rates had made it harder for young people to find private accommodation, leading to 50 per cent more young people seeking support.

Proposals announced by the government in December 2017 to extend mandatory licensing for Houses in Multiple Occupation (HMOs) including minimum room sizes are to be welcomed but may lead to a rise in private sector tenancy terminations<sup>8</sup>.



<sup>8</sup> The vast bulk of the national increase in statutory homelessness stems from the ending of private sector tenancies. All available evidence points to Local Housing Allowance reforms being a key driver of this (The Homelessness monitor: England 2018)

## Temporary accommodation provided to those who have been assessed under Housing Act 1996

Given the shortage of affordable homes, many of those accepted as homeless and in priority needs are placed into temporary accommodation <sup>9</sup>.

At the end of 2017/18 there were 49 households in temporary accommodation, down from 93 in 2011/12. There were no 16 or 17 year olds in temporary accommodation because there are alternative specialist hostels for young people.

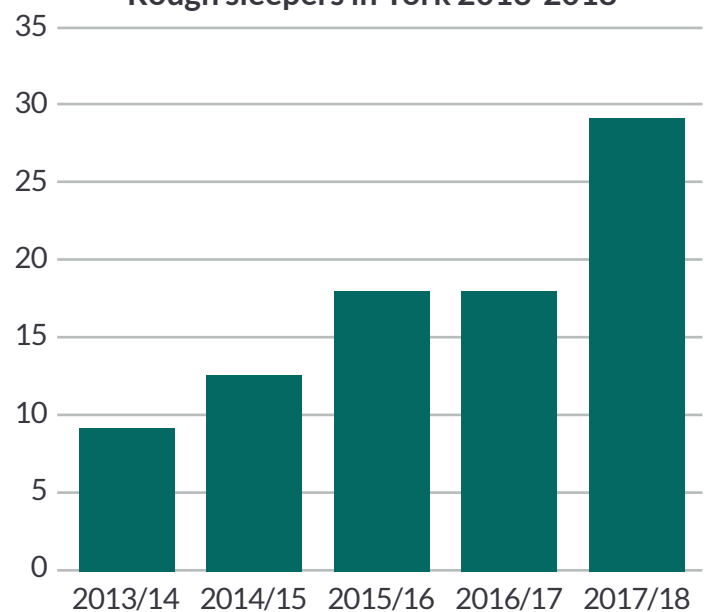
## Rough sleeping

The number of people sleeping rough in York has risen from 9 to 29 over the last four years as pressures in the local housing market and the wider economy build up. This rise is in line with national increases.

Detailed information required by government since 2016 shows that 86% of rough sleepers are estimated to be men whilst just over a fifth (22 per cent) are non-UK national.

<sup>9</sup> This includes purpose built hostels and accommodation schemes. Bed and Breakfast accommodation is only used in emergencies

Rough sleepers in York 2013-2018



There is forecast to be a further 76 per cent national rise over the next decade (Crisis 2017).

In 2017/18 an additional 3,535 emergency bed nights were accessed under the severe weather protocol and No Second Night Out initiative. This is particularly high due to the extreme winter weather in early 2018.

## Health, wellbeing and homelessness

Health professionals have long recognised that the impact of secure and appropriate accommodation extends far beyond the physical shelter it provides.

In January 2018 York's Public Health Team within City of York Council assessed the impact homelessness can have on people's health and the extent to which people's health contributes to homelessness.

## Key points

- Overall, York has fewer people with long term health conditions than other parts of the country but the prevalence of poor mental health is relatively high.
- Children who have been in temporary accommodation are three times more likely to demonstrate mental health problems such as anxiety and depression and are at greater risk of infections and accidents.
- There is some evidence that people who experience living in insecure accommodation as young children are more likely to use drugs in later life. People who misuse drugs or alcohol are at a greater risk of experiencing homelessness.
- Ex offenders can find access to services and support challenging, particularly if they are not registered with a GP or moving between temporary addresses.
- There remains a significant overlap between York's homeless population and people who have been in a range of institutions.
- The majority of rough sleepers will only be on the street for a short period usually after a particular incident in their lives. However, for a smaller group, rough sleeping will become sustained and enduring characteristic of their lives. These people are likely to experience poor health throughout their lives and have a drastically reduced life expectancy.
- Support for people with dual diagnosis or mental health and drug or alcohol addition is historically complex to access. A challenge is to become better equipped to recognise and meet the needs of this group.
- A small number of people disengage from services and support posing greater risks to their health and wellbeing.
- Periods of housing insecurity often exacerbate the symptoms of existing mental and physical health conditions.
- Access to timely and appropriate services is critical. A challenge for the city is to maintain high levels of practitioner awareness of the support and services available.
- A majority of homeless people in York are smokers. Of all the behavioral factors, smoking has the biggest impact on health.



# Strategic aims and priorities

The homelessness review found our approach and Gold Standard services had helped deliver effective results in the face of growing demand.

We therefore plan to retain our core focus on early intervention and the prevention of homelessness, backed up by high quality joined up support to get people back on their feet when things do go wrong.

In order to achieve this we need to address long standing structural issues that increase the likelihood of a housing crisis – like the shortage of affordable housing and rising household poverty.

This is to some extent dependent upon York's Local Plan which aims to set out sufficient housing building targets to meet identified need. Ensuring these translate into actual delivery will be a key challenge.

The homeless strategy action plan gives comprehensive details of the proposals York will take to tackle homelessness.



## 1. Reduce rough sleeping

The Ministry for Housing, Communities and Local Government has announced a national target to reduce rough sleeping by half by 2022 and to eliminate it altogether by 2027. Despite significant work over past 5 years, York has seen an increase in rough sleeping and will look at new and additional ways of addressing this issue.

### Effective outreach

- Ensure there is an effective outreach services to play a critical role in identifying needs an early stage so we will ensure these continue through the re-tendering of provision.
- We will retain Making Every Adult Matter (MEAM) to work with complex / entrenched rough sleepers
- We will set up and evaluate the new Next Steps project aimed at working with complex rough sleepers / single homeless to help secure and remain in accommodation.



### **Housing First approach**

Housing First is an international model, providing accommodation and intensive support to homeless people with complex needs.

York adopted the model in 2015. The model is only effective where agencies can provide long term, ongoing support and individuals are willing to accept it.

- A key focus will be to further embed the Housing First approach and ensure all partners are committed to the model and provide appropriate support and funding to individuals.

### **Flexible short term bed spaces to meet needs**

- Ensuring adequate emergency bed spaces are available means no one gets turned away. We will explore new ways to create additional spaces to meet short term peaks in demand.

### **Minimise street begging**

Not all beggars are homeless but public perception often assumes they are. Begging in York can be very lucrative and the city has a joint approach between the community safety and early intervention and prevention teams.

- To address growing concerns about street begging we will explore ways for people to donate in ways that do not inadvertently support and encourage it.

## **2. Prevent homelessness**

The Homeless Reduction Act 2017 places a statutory duty on preventing homelessness ensuring timely and accessible housing advice and information is critical to helping people make planned housing moves and avoid a housing crisis.

That we will continue to develop our Housing Options service to ensure it appeals to a wider range of customers, not just those that are on the brink of a housing crisis.

A significant piece of work is around tackling poverty and particularly childhood poverty, which can have a lasting impact on a person's life. All indications are that poverty rates will rise and this could have long lasting effects given its links to homelessness.

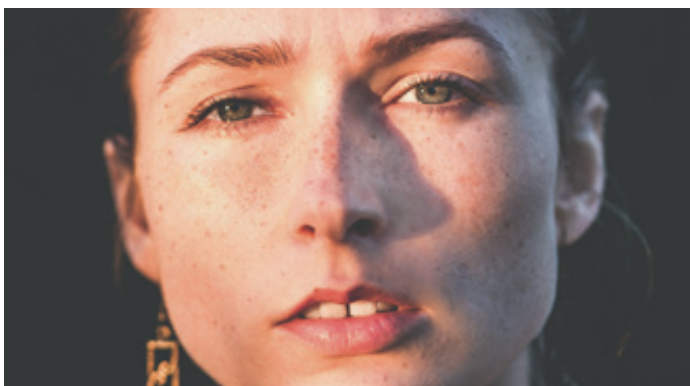
Our economic strategies must ensure everyone benefits from York's success and deliver an increasing proportion of workers who are in secure well paid jobs that enable them to meet their needs.

While York has been very successful in preventing homelessness in recent years to achieve this, there are further actions that will support this aim.

- We will ensure that information about the Homeless Reduction Act 2017, advice and support is accessible to agencies and the public.
- We will ensure advice and prevention tools are relevant to tackling the main structural causes of homelessness – housing supply and poverty
- We will ensure advice and prevention tools are relevant to tackling the main causes of homelessness like relationship breakdown and loss of tenancies

#### **Deploy the most effective early intervention and prevention tools**

- As the full impact of welfare reform including Universal Credit continues to be felt, we will support access to financial advice, skills and employment services.
- We will build on our work with voluntary sector partners to deliver free and independent debt advice and identify those at risk of homelessness at an early stage.



### **3. Ensure appropriate accommodation for people who are homeless or at risk of homelessness**

A significant challenge in York is the availability of suitable accommodation in the social, private and supported housing sectors. There is high demand and high rent / purchase prices.

- York's Local Plan aims to set out sufficient housing building targets to meet identified need. Ensuring these translate into actual delivery will be a key challenge.
- Work with private landlords, developers, Registered Social Landlords to increase suitable housing supply for vulnerable household and those on low incomes.
- We will continue to make best use of the available social housing stock and consider alternative uses and tenancies including shared accommodation, demoted tenancies, flexible tenancies and family intervention tenancies.



There remains a commitment within the homeless services not to place any young person age 16 or 17 in such accommodation or place any families in bed and breakfast except in an emergency and for no longer than 6 weeks. The new provision at James House will contribute to this goal.

- There is an ongoing need for specialist supported housing and a key task will be to develop a comprehensive plan ensuring sufficient Tier 1 (24/7 hostel accommodation) and Tier 2 (supported housing including long term accommodation for those unable to live independently).

A particular focus will be better provision of accommodation for people with mental illness, complex needs and mobility issues and development of supported housing for perpetrators of domestic abuse.

- We will look to expand emergency bed provision.

#### **4. Ensure appropriate support for people that are homeless or at risk of homelessness**

It is vital that a person or household who become homeless has the right support to ensure they sustain any future accommodation. Personal Housing Plans (required under Homeless Reduction Act 2017) will identify both short term and long term support needs,

We will commission and work in partnership with organizations that provide practical help to maintain tenancies, such as budgeting advice, furnishing assistance, signposting and advocacy for other services.

Currently there is concern within the sector regarding long term sustainable funding of supported housing. There are proposals at national level regarding this which will affect York.

- We will explore the provision of a Day Centre - with positive activities for customers to assist them to access / retain independent living
- We will ensure the full introduction of Personal Housing Plans
- We will ensure a comprehensive resettlement programme, including for people seeking advice under the Homeless Reduction Act 2017

### **Minimise contributory factors like poor health and alcohol & drug abuse**

The Public Health Outcomes Framework aims to ensure the mental health needs of homeless people and those at risk are properly taken into account by local services.

Early engagement with drug and alcohol treatment agencies and interaction with the criminal justice system will remain critical points for identifying and helping those at risk of homelessness.

- We will continue to develop clear housing pathways for each specific client group such as those leaving prison, hospital or social care that includes appropriate accommodation and support.
- We will continue to develop our approach for those with more complex needs, such as the Mental Health Tracking Panel.
- We will work with partner agencies to tackle health issues raised in Homeless Health Needs Assessment 2018 including support to register with GP services and smoking cessation promotion

### **5. Maintain and develop partnership working and strategic direction**

The successful delivery of this strategy is dependent on co-operation and joint working with internal departments, statutory bodies, voluntary sector agencies, faith and community groups.

There are a number of forums within York that facilitate this but with rising public concern about homelessness and rough sleeping we need to encourage others to be involved.

A comprehensive training programme is provided by the Council which is available to volunteers and those working with people that are homeless.

The Homeless Reduction Act 2017 introduces a new duty on statutory authorities to refer anyone who is known to be homeless (with consent) and will hopefully enable planned moves from hospital or prison rather than last minute homeless presentations.

- The York Homelessness Forum and Homeless Strategy Executive Group will continue to meet to deliver and review this strategy, under the strategic leadership of City of York Council. This approach has served the city well, ensuring effective partnership working across a diverse range of services with good links into relevant client groups.



Central to effective joint working will be workable pathways for specific client groups, such as those leaving prison, hospital or long term care.

- We must ensure that all agencies understand and adhere to the provisions of the Homelessness Reduction Act and particularly the Duty to Refer for statutory bodies. And ensure these are fully reflected with websites and information to customers.
- There is a need to ensure closer working relationships between the council and registered social landlords to ensure earlier intervention and support. We must establish formal systems to better monitor and understand failed tenancies and abandonments.
- We must ensure information sharing agreements and consent forms are General Data Protection Regulations (GDPR).
- A particular focus will be to build on the Homeless Health Assessment to gain a deeper understanding of how early homelessness prevention results in much better outcomes for people and significant financial savings for health and other budgets further down the line.
- We will work in a collaborative way across the city so that housing advice and information is consistent and linked up. We will refer vulnerable clients into relevant support services at the earliest opportunity.



# Action plan

The commitments outlined above are set out more fully in the strategy action plan that can be viewed or downloaded from [www.york.gov.uk](http://www.york.gov.uk)

## Making sure we deliver

The Homelessness Strategy Executive Group will meet at least annually to review progress against the action plan and ensure it remains responsive to emerging needs.

We will publish an annual report on the council's website in summer each year.



## Your comments and ideas

We would like to know what you think about this strategy or homelessness in general. You can leave comment or feed back at any time using the contact details below:

Email: [yourservice.yoursay@york.gov.uk](mailto:yourservice.yoursay@york.gov.uk)

Telephone: (01904) 554379

We will take your comments to our review meetings.



Further copies of this strategy are available to download from the council's website [www.york.gov.uk/housing](http://www.york.gov.uk/housing)

Please let us know if it would help to have this information in a different format. We can offer it by email, in large print, as a spoken word CD or in another language.

01904 552097

[yourservice.yoursay@york.gov.uk](mailto:yourservice.yoursay@york.gov.uk)

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Bu bilgi kendi dilinizde almanız mümkündür.

**Turkish**

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**Chinese (Simplified)**

此資訊可以提供您自己的語言。

**Chinese (Traditional)**



# Preventing Homelessness Together' York homelessness strategy 2018-2023 Action Plan

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
<b>1. Reduce rough sleeping</b>		<b>MHCLG Reported 29 rough sleeper count (2017)</b>		<b>To Reduce Rough Sleeping by 50% by 2022 and eliminating rough sleeping by 2027 (MHCLG)</b>			
<b>1</b>	<b>Reduce rough sleeping</b>	<b>29 in November 2017</b>		<b>Ministry Housing, Communities and Local Government national target to reduce by 50% by 2020 (15) and to zero by 2027</b>			
1.1	Retain Making Every Adult Matter (MEAM) to target work with complex / entrenched rough sleepers and ensure that it is effective in reducing rough sleeping in York (links to strategic aim 4)		Changing Lives (Kelly Cunningham)	Apr-22	High		
1.2	Ensure new Early Intervention and Prevention contract contributes to reducing rough sleeping in York		Salvation Army (Charlie Malarkey)	Apr-22	High		
1.3	Housing First – evaluate York model and adapt / expand accommodation resources according to outcome (including private rented sector) (links to strategic aim 3)		CYC (Tim Carroll)	Apr-20	High		
1.4	Embed Housing First resettlement model and develop Housing First mental health model, ensuring that all partners (housing, offender services, mental health services and substance misuse services) are committed to model and provide appropriate <b>support</b> for individuals (links to strategic aim 5)	Housing First – evaluate York model and adapt / expand accommodation resources according to outcome (including private rented sector) (links to strategic aim 3)	CYC (Tim Carroll)	Apr-22	High		



Strat egic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
1.5	Embed Housing First resettlement model and develop Housing First mental health model and ensure that all partners (housing, offender services, mental health services and substance misuse services) are committed to model and provide appropriate <b>funding</b> for service (links to strategic aim 5)		CYC (Service Manager HO and Support)	Apr-22	High		
1.6	Ensure adequate and appropriate (including considering need to ensure safety for vulnerable for women) emergency beds are available in the city to meet demand, through existing resources and Innovation Bid (2018)		CYC (Den Southall)	Nov-18	High		
1.7	Evaluate new Next Steps (intensive support for rough sleepers / single homeless) and if successful work to refund		Peasholme Charity (Yvonne Morrissey)	Apr-20	Med		
1.8	Review current supported housing provision and ensure that it is welcoming, accessible to all including reviewing barriers, standardising and transparent policies, curfews, restrictions.		CYC (Tim Carroll)	Apr-22	Med		
1.9	Review the local connection for rough sleepers (part of CYC allocation policy consultation).		CYC (Service Manager HO and Support)	Sep-18	Low		
1.10	To provide additional outreach support to work with / reduce numbers of rough sleepers if awarded Ministry Housing, Communities and Local Government (MHCLG) rough sleeper grant to provide additional outreach		CYC (Service Manager HO and Support)	Apr-19	High		
1.11	To develop a system of public fundraising and method of distribution to help people that are homeless and to discourage begging		CYC (Tim Carroll)	Dec-18	High		
<b>2: Prevent homelessness</b>		<b>616 preventions in 2017/18</b>		<b>To increase homeless preventions in accordance with Homeless Reduction Act 2017 to 900 by 2023</b>			
<b>2</b>	<b>Improve information and services we provide</b>						
2.1	To ensure that information about Homeless Reduction Act, advice and support is accessible to agencies and public – publicity, website, leaflets		CYC (Judi Dove)	Apr-19	High		



Strat egic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
2.2	As part of a wider information and media campaign to produce a leaflet to be distributed across York to inform public about homelessness and how they can help		CYC (Service Manager HO and Support)	Sep-18	High		
2.3	To ensure housing , advice and support services are fit for purpose to deliver the Homeless Reduction Act		CYC (Service Manager HO and Support)	Apr-19	Med		
2.4	To ensure housing support and advice staff are able to give concise benefit advice and entitlements, in particular as future changes occur (eg. supported housing payments)		DWP (Jenny Shaw)	Apr-19	High		
2.5	To work with private landlords to prevent homelessness		CYC (Judi Dove)	Apr-23	Med		
2.6	To foster a culture ensure there are advice and prevention tools available to tackle the main structural causes of homelessness – relationship breakdown, housing supply and poverty		CYC (Den Southall)	Apr-23	Med		
2.7	To contribute to existing work streams which are concerned with tackling poverty which has long term impact on future homelessness		CYC (John Madden)	Apr-23	Med		
2.8	To ensure organisations (including GP's, YDH, Schools), staff and public have access to information detailing all existing support services (possible web based directory)		CYC (Carl Wain)	Apr-19	Med		
2.9	To ensure organisations (including GP's, YDH, Schools), staff and public have access to information detailing grants and financial help available for people that are homeless		CYC (Carl Wain) link to CVS	Apr-19	Med		
2.10	To target rogue landlords/agents who are providing poor conditions in the Private Rented Sector and poor management utilising the new range of powers available		CYC (Ruth Abbott)	Apr-19	High		
2.11	To review housing options service after 12 months to evaluate impact of Homeless Reduction Act		CYC (Judi Dove)	Jun-19	High		
2.12	Front line staff to have clear knowledge and understanding of services, agency criteria, referral processes.		CYC (SAP officer)	Apr-20	Med		

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
	<b>Prevent homelessness through education</b>	<b>616 preventions in 2017/18</b>		<b>Increase homeless preventions in accordance with Homeless Reduction Act 2017 to 900 by 2023</b>			
2.11	To equip people with knowledge and skills to avert a housing crisis by attempting to re-introduce work in schools. Work may include introducing this as part of Citizenship 2019, independent living skills, the truth about debt and up skilling teachers		CYC (Maxine Squires)	Sep-19	Low		
2.12	To look at developing a sustainable system of peer education to support homeless prevention agenda. Carried over from 2013-18 action point 1.1.1		CYC (Julie Hood)	Sep-20	Low		
2.13	To adopt an approach of empowering people who are homeless or at risk of homelessness to take responsibility for their actions and to provide advice, support and guidance to find housing solutions and overcome barriers (irrespective of priority need or intentionality criteria)		CYC (Service Manager HO and Support)	Apr-19	Med		
2.14	Ensure people that are homeless or at risk of homeless have access to relevant training courses- independent living skills, financial literacy, budgeting, debt management, tenancy management, cooking to maintain a tenancy		CYC (Jane Harkness)	Apr-19	Med		
2.15	That people who are homeless or at risk of homeless are informed about how to access support and activities to develop self worth, motivation, self image (link to activities website)		CYC (Carl Wain)	Apr-20	Med		
2.16	That people who are homeless or at risk of homeless are can access help around employment opportunities and gain relevant work skills (work centres / enterprise zones). Link to Community Catalyst Project		CYC (Martin Finch) and Peasholme Charity (Yvonne Morrissey)	Apr-19	Med		
2.17	To work with other services so they can inform individuals of effect of drugs and alcohol and impact on housing and homelessness		Changing Lives (Andy Ryan)	Apr-19	Med		

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
2.18	To target rogue landlords/agents who are providing poor conditions in the Private Rented Sector and poor management utilising the new range of powers available		CYC (Pamela Shaw)				
2.19	To work with other services so they can inform individuals of effect of drugs and alcohol and impact on housing and homelessness		Changing Lives (Andy Ryan)	Apr-19	Med		
	<b>To prevent homelessness by providing the relevant support &amp; early intervention</b>	<b>616 preventions in 2017/18</b>		<b>To increase homeless preventions in accordance with Homeless Reduction Act 2017 to 900 by 2023</b>			
2.18	Review Service Level Agreements within services relating to drugs, hostels and floating support. Evolved from 2013-18 action point 4.1.2		CYC (Service Manager HO and Support)	Apr-19	Med		
2.19	Maximise the role of Through the Gate /Offender support services for those leaving prisons who are homeless		CRC (Martin Weblin)	Apr-20	Med		
2.20	To ensure relevant support is available for people at risk of homelessness (Personal Housing Plan) including using volunteer support / mentor		CYC (Service Manager HO and Support)	Apr-20	Med		
2.21	To ensure ongoing comprehensive support service is available for people on Universal Credit (help, information, computers)		DWP (Jenny Shaw)	Apr-19	High		
2.22	To work with CYC Community Safety, National Probations Service, Community Rehabilitation Company and NY Police to apply relevant Criminal Behaviour Orders to ensure a framework to tackle anti-social behaviour and reduce homelessness		CYC (Tanya Lyon)	Apr-20	Med		
2.23	That services available to help people access benefits, budgeting, debt management and income maximisation to prevent homelessness.		CAY (Simon Topham)	Apr-20	High		
2.24	To explore need for more mediation / relationship work / support is available to prevent homelessness through existing services (eg Relate services / Yorkshire Mediation) or peer advice		CYC (Service Manager HO and Support)	Apr-20	Med		

Strat egic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
2.25	To work with IDAS to look at ways of reducing homelessness though domestic abuse and relationship breakdown		IDAS Director (Sarah Hill)	Apr-21	High		
2.25	That where relevant advocacy services are involved in helping people, they understand a Personal Housing Plan		CYC (Judi Dove)	Sep-19	Med		
<b>3. Ensure that there is accommodation available for people who are homeless or at risk of homelessness</b>		<b>49 in temporary accommodation on 31/3/18 and MHCLG Reported 29 rough sleeper count (2017)</b>		<b>Use of temporary accommodation remains static and rough sleeping reduces</b>			
3.1	That we carry out a mapping exercise and evaluation to ensure there is sufficient tier 1 (24/7) hostel for people that are homeless, including rough sleepers, young people, people with mental health problems and offenders		CYC (Tim Moore) and SAP	Apr-19	High		
3.2	That we carry out a mapping exercise and evaluation to ensure there is sufficient tier 2 supported housing for people that are homeless, including longer term accommodation for those unable to live independently. Evolved from 2013-18 action point 3.3.10		CYC (Tim Moore) and SAP	Apr-19	High		
3.3	Agreement to secure long term availability of Union Terrace and Robinson Court / transfer to CYC ownership. Evolved from 2013-18 action point 3.3.9		CYC (Den Southall)	Apr-19	High		
3.4	Work alongside Mental Health Housing and Support Project (Adult Social Care) review to ensure there is appropriate housing for people that are homeless / in housing need who require specialist mental health accommodation. Links to 2013-18 action point 3.7.3		CYC (Chris weeks)	Apr-19	High		
3.5	Evaluate provision for young parents at Howe Hill for Young People to determine value and future need. Carry over from 2013-18 action point 3.6.10		CYC (Tim Carroll)	Dec-18	Med		
3.6	Complete the re-provision of Ordnance Lane at James House and decant into new facilities. Carry over from 2013-18 action point 3.3.1		CYC (Paul Landais-Stamp and Ann-Marie Douglas)	Apr-19	High		
3.7	Clarify staffing, remit and use of James House in response to Homeless Reduction Act		CYC (Ann-Marie Douglas)	Apr-19	High		

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
3.8	Explore use of James House on 2 year fixed term tenancies for longer term use / resettlement category. Evolved from 2013-18 action point 3.6.5		CYC (Ann-Marie Douglas)	Apr-19	High		
3.9	Clarify staffing, remit and use of Howe Hill family block in response to Homeless Reduction Act (consider possibility of using as a resettlement hostel for single people or families)		CYC (Tim Carroll)	Apr-19	High		
3.10	Clarify staffing, remit and use of Holgate Road in response to development of James House		CYC (Tim Carroll)	Apr-19	High		
3.11	Using social housing stock to meet changing need of customer groups (physical issues, mental health issues) converting flats to houses, concierge scheme, HMO's, improving the physical environment for those with mental health problems. Carried over from 2013-18 action point 3.1.6 and 3.1.7 and 3.1.13		CYC (Housing Change Manager)	Apr-20	Med		
3.12	Better use of current social housing stock (legal) –Demoted tenancies, flexible tenancies, Family Intervention Tenancies (CYC and RSL). Carried over from 2013-18 action point 3.1.10		CYC (Kate Grandfield)	Apr-20	High		
3.13	Look at needs of people with mobility issues in respect of longer term accommodation / clarification of use of Independent Living Communities		CYC (Kyra Ayre)	Apr-20	Med		
3.14	To maximise use of PRS to discharge of duty under Homeless Reduction Act. To have agreed policy of discharge of duty.		CYC (HO and Support Manager)	Apr-20	Med		
3.15	That the development team consider building bedsits and 1 bed roomed properties a and to explore use of alternative building methods (flat pack, portacabins) to provide accommodation for single homeless		CYC (Paul Landais-Stamp )	Apr-20	Med		
3.16	To explore using a concierge/caretaker model for people that are homeless with additional support needs. Links to Mental Health Housing and Support Project		CYC (Housing Change Manager)	Apr-20	Med		
3.17	Review provision and development of supported housing for perpetrators of domestic abuse. Carry over from 2013-18 action point 3.4.4		CYC (Carl Wain and Den Southall)	Apr-22	Med		



Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
3.18	Adopt a process for allocation and offer of accommodation under Homeless Reduction Act (prevention and relief)		CYC (Service Manager HO and Support)	Dec-18	High		
3.19	In light of high cost of PRS accommodation to review use of incentives to increase and / or use PRS to discharge homeless duty.		CYC (Service Manager HO and Support)	Apr-20	Med		
3.20	Research, evaluate and if viable establish a register of spare beds (non supported lodging scheme) or a lodging scheme (informal support), especially in light of increased allowance to rent a room (2015 July budget). Carry over from 2013-18 action point 3.2.10		CYC (Service Manager HO and Support)	Apr-22	Med		
3.21	Evaluate YorHome and ensure that service meets needs of Homeless Reduction Act		CYC (Ann-Marie Douglas)	Apr-20	Med		
3.22	Expand PRS social lettings portfolio of YorHome		CYC (Ann-Marie Douglas)	Apr-20	Med		
3.23	Work with private landlords, developers, Registered Social Landlords to increase suitable housing supply for vulnerable household and those on low incomes. Evolved from 2013-18 action point 5.1.2		YHA (Kate Spencer)	Apr-22	Med		
3.24	To ensure that supported housing (buildings) are fit for purpose. Evolved from 2013-18 action point 3.3.9		CYC (Service Manager HO and Support)	Apr-19	High		
3.25	Introduce the extension of (House in Multiple Occupation) HMO licensing and the condition relating to training to provide well managed properties (the training to include an element around preventing homelessness). Ensure that supported housing meets forthcoming legislation re Housie in Multiple Occupation		CYC (Pamela Shaw)	Apr-19	High		
3.26	Ensure that supported housing meets forthcoming legislation re House in Multiple Occupation		CYC (Pamela Shaw)				
3.27	Explore opportunities to use of empty properties/university rooms as short term accommodation		CYC (Service Manager HO and Support)	Apr-23	Low		

Strat egic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
	<b>4. Ensure that there is support available to people that are homeless</b>	<b>571 people referred for floating support (SAP 2017/18)</b>		<b>To increase / maximise support for people 600 pa</b>			
4.1	Ensure there is access to appropriate rehabilitation support for offenders		NPS (Simon Godley)	Apr-20	Med		
4.2	To develop a relevant rehabilitation programme for perpetrators of domestic abuse		NPS (Simon Godley)	Apr-20	Med		
4.3	To ensure people with mental health issues that are living in hostels get adequate mental health support		TEWV (Teri Saunders)	Apr-20	Med		
4.4	To ensure that staff working with people who have mental health issues, living in hostels get adequate mental health training and professional support		CYC (Chris Weeks)	Apr-20	Med		
4.5	To explore the provision to provide practical support for people with mental health issues (shopping etc) to maintain independent living as part of mental health review		TEWV (Teri Saunders)	Apr-20	Med		
4.6	To ensure that people in hostels benefit from work opportunities		DWP (Jenny Shaw)	Apr-22	Med		
4.7	The introduction and roll out of new supported housing payment involves all agencies and is transparent and if possible takes account of lower hostel rents to facilitate residents employment opportunities		CYC (John Madden)	Apr-20	Med		
4.8	To ensure support staff have a range of skills / models to ensure they can offered tailored support, including trauma approach to risk families / person centred approach / psychologically Informed Environment		Changing Lives (Kelly Cunningham)	Apr-21	Med		
4.9	Support external organisations and community groups that work with people that are homeless, thus creating greater communication and co-ordination between 'homeless sector'		CYC (Service Manager HO and Support)	Apr-20	High		
4.10	Look to develop a protocol agreeing that when a customer is homeless or at risk of homelessness with a vulnerability the appropriate health services are provided.		Public Health (Sharon Stoltz)				

Strat egic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
4.11	Look to develop a protocol agreeing that when a customer is homeless or at risk of homelessness with a vulnerability the appropriate social care services are provided. Evolved from 2013-18 action point 4.1.3		CYC (Kyra Ayre)	Apr-20	High		
4.12	Look to develop a protocol with Childrens Social Care where families with children are homeless or at risk of homelessness to receive relevant support.		CYC (Dot Evans)	Apr-20	High		
4.13	To work with agencies (eg Carecent, Salvation Army) to improve facilities and provide positive activities for customers to assist them to access / retain independent living . Evolved from 2013-18 action point 1.2.2		Carecent (Nicki Gladstone)	Apr-20	Med		
<b>5. Maintain and develop partnership working and strategic direction</b>		<b>Signatories of this strategy indicate a commitment to work together to prevent homelessness</b>		<b>Minimum 80% attendance at relevant meetings</b>			
5.1	That signatories to this strategy remain committed to implement the strategic action plan.		CYC (Den Southall)	Apr-23	High		
5.2	That close working relationships with Housing Management Officers and Registered Social Landlord to ensure earlier intervention / support from housing management to prevent loss of accommodation in form of pro-active, targeted prevention work for those at risk of homelessness in CYC and other social housing tenancies at earliest opportunity (pre- Possession Order stage). Improve links and training between housing management, advice and support services .		York HA (Kate Spencer)	Apr-21	High		
5.3	To ensure the information sharing agreement and consent forms are General Data Protection Regulations (GDPR) compliant		CYC (Service Manager HO and Support)	Dec-18	High		
5.4	Ensure there is a streamline approach to referrals, signposting and feedback of Personal Housing Plan actions		CYC (Judi Dove)	Dec-18	High		

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
5.5	That external agencies update websites and information to reflect Homeless Reduction Act 2017		ALL	Dec-18	med		
5.6	Contact Ministry of Justice about impact of Psychologically informed Planned Environment (PIPE) and request Approved Premises for York / North Yorkshire		NPS (Simon Godley)	Dec-18	Med		
5.7	To make decision if to remain in North Yorkshire Home Choice or adopt CYC Allocation policy.		CYC (Service Manager HO and Support)	Dec-18	High		
5.8	In the spirit of Homeless Reduction Act, all services foster an environment of independence not institutionalisation		ALL	Apr-21	Med		
5.9	Introduce single point of contact (SPOC) / Champion / link worker within key services. Carried over from 2013-18 action point 1.1.5 and 2.1.22		CYC (Service Manager HO and Support)	Dec-19	Med		
5.10	Explore housing drop –in sessions in health settings (see prevention)		CAY (Simon Topham)	Dec-20	Med		
5.11	Work with TEWV to look at issues around specialist mental health worker, trauma training in hostels, response of Crisis team, accessing psychiatric services, hospital in patient facilities in York		CYC (Chris Weeks) and TEWV (Teri Saunders)	Dec-20	Med		
5.12	Review current partnerships, attendance at meetings		CYC (Service Manager Housing Options and Support)	Dec-19	Med		
5.13	Improve working with Registered Social landlords, Private Rented Sector, developers to increase housing stock / liaison meetings		CYC (Den Southall)	Apr-22	Med		
5.14	Promote a 'back to floor' event (senior staff work at face-face level)		CYC (Service Manager Housing Options and Support)	Apr-20	Med		
5.15	Improved customer involvement, feedback and use of data / information. Evolved from 2013-18 action point 2.5.2 and 5.4.1		CYC (Service Manager Housing Options and Support)	Dec-21	Med		

Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
5.1.6	To look into establishing a system through Adult Social Care to carry out a 'lessons learnt' review in the case of a death of a person that is homeless		CYC (Kyra Ayre)	Dec-18	High		
5.1.7	Homelessness services are supported by the Director of Public Health (public Health staff) to deliver the recommendations of the health and homelessness needs assessment		CYC / Public Health (Sharon Stoltz)	Dec-21	Med		
5.1.7	To ensure that services promote wellbeing to customers and engage in wider national and local initiatives (eg smoking cessation)		CYC / Public Health (Sharon Stoltz)	Dec-20	Med		
5.18	Plan of engagement with people living on the streets, in temporary accommodation and other homeless people to learn from their views and ideas		CYC (Julie Hood)	Dec-21	Med		
5.19	To work with statutory agencies to introduce duty to refer (Homeless Reduction Act) people that are homeless (due for introduction October 2018) and work with none statutory agencies adopt a similar process to ensure those at risk of homelessness are access relevant service. Links to 2013-18 action point 5.2.5		CYC (Judi Dove)	Apr-19	Med		
5.20	To ensure partners attend relevant strategic groups		CYC (Service Manager Housing Options and Support)	Dec-22	Med		
5.21	To establish a family strategy group		CYC (Service Manager Housing Options and Support)	Dec-21	Med		
5.22	To re-launch homeless forum		HL forum Chair (Barrie Stephenson - Restore)	Apr-19	Med		
5.23	To review, update and publish the action plan (publication date Dec 2020)		CYC (Service Manager Housing Options and Support)	Dec-20	High		
5.24	To evaluate 18-23 Homeless strategy		CYC (Service Manager Housing Options and Support)	Dec-22	Med		



Strategic aim	Objectives	Baseline position	Lead	Target / date	Priority	Progress	Supporting comments
5.25	To write Homeless Strategy 2023-28		CYC (Service manager housing Options and Support)	Jul-23	High		

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**Executive**

21 June, 2018

Report of the Assistant Director (Communities and Equalities)

Portfolio of the Executive Member for Leisure, Culture and Tourism

## **The Library and Archives Service: Procurement of Operator**

### **Summary**

1. This report seeks authority to initiate the procurement process for the operation of the council's library and archives service.

### **Recommendations**

2. The Executive is asked to:
  - Note the outcome of the public consultation conducted between November 2017 and February 2018
  - Agree the key aspects of the service specification for the new contract set out in paragraphs 14 to 20
  - Agree that the term of the contract will be 15 years with an option for a 5 year extension
  - Agree the financial framework for the contract as set out in paragraphs 21 to 30
  - Agree to establish a 'Sinking Fund' of £147,000 per annum, from existing budgets, which will be used to address the council's building maintenance liabilities over the term of the contract
  - Agree the price / quality split to be used in the evaluation as set out in paragraph 35
  - Delegate to the Director of Children, Education and Communities authority to:
    - Develop and implement the procurement framework as set out in this report including establishing the final evaluation criteria and headline weightings to be used in assessing bids

- Award the contract at the end of the process provided that the price is within budget

Reason: To enable the council to meet its statutory duty with regard to the provision of library services.

### **Background**

3. In 2014, *Explore Libraries and Archives Mutual Limited* (“*Explore*”) was awarded a five year contract under a single tender action to operate the council’s library and archives service. That contract contains a provision for potential extension for a further five years if the council served a ‘Renewal Notice’ on Explore between 1 January 2018 and 31 March 2018. As the council has not served such a notice on Explore within that period, this contract will expire on 31 March 2019. Soft market-testing has established that a competitive market exists for library services and it is therefore necessary to initiate a tendering process in order to enter into a new contract.
4. The council has a duty under s7(1) Public Libraries and Museums Act 1964, to provide a comprehensive and efficient library service. Whilst there is no definition of what “comprehensive and efficient” means, DCLG guidance makes clear that:
  - Authorities must think long-term as they plan and change their library service, and
  - Decisions must be made based on a Comprehensive Assessment of Need, and
  - Actively managed in consultation with the community and library professionals.
5. To inform a Comprehensive Assessment of Need for its library service the council undertook a consultation exercise between November 2017 and February 2018. More detail about the consultation methodology is set out in Annex A.

### **Key Messages from the Consultation**

6. **Future priorities for services:** Users’ top priorities for services are the same for all library types: Borrowing books, reading and studying space, local information, events, computers (together with archives and local history in the case of York Explore).
7. Non-users indicated that the top three things that would encourage them to come to a library in the future were: a reading café on site, better information about services, and more events and activities.

8. **Future network of libraries:** The key finding here was that residents see the local library providing an important community hub. There were strong aspirations expressed to enhance this hub role through improvements to library buildings and facilities. The perceived role of the community hub varied depending on local needs, but in general there was strong recognition of the key role that the local library provides in a broader context of social inclusion, providing a neutral place to meet people and to engage in activities including relating to learning and literacy.
9. **Co-location:** There was support for a vision of moving away from stand-alone buildings and recognition of the need for partnerships to create services co-located with other community amenities.
10. With respect to location, over 50% of respondents in the online survey said they would be most likely to combine a visit to the library with a trip to the shops, the post office or the bank suggesting that prominent high street locations remain the most suitable for libraries.

### **The Comprehensive Assessment of Need**

11. This is set out in Annex A. It is informed by residents' needs, as expressed through the public consultation, as well as by:
  - York's demographics – the make-up of the city's population
  - The Council's objectives - the key policies relevant to the library service and how libraries can help to deliver on them
  - The current service – how York's service is performing currently and to what extent it is meeting residents' needs

### **The Vision**

12. The Comprehensive Assessment of Need culminates in a vision which aims to summarise our requirements for the future service:

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

  - Fit-for-purpose, contemporary spaces meeting the needs of everyone
  - Fully accessible: information will be easy to obtain, reading encouraged, research easy and learning natural



- Outward looking, linking with the community and drawing people in to foster a sense of place
- Open at times that reflect the needs of the community including late night and weekend opening where required
- Shaped by local need, promoting community involvement and enabling local people to take action in their area
- Transparent and visible from the outside, clearly signed and encouraging people to come in
- Staffed by well trained staff with excellent customer focus

And they will:

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

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

- The latest digital technologies
- Flexible spaces for formal and informal learning
- Study space and creative spaces
- A range of learning programmes
- Digital inclusion programmes to get people online for free

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

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

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

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

a case to build on this by creating three Explore Library Learning Centres across the city providing:

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

The Explore Library Learning Centres would be located in the areas of greater need: at the Centre@Burnholme (opening June 25), Acomb Explore (which has been so successful that it would now benefit from enlargement) and in the Clifton area (potentially a replacement for / upgrade of the current Clifton library).

**Explore Gateways:** Offered in a variety of venues, preferably with café facilities, these libraries should be co-located with other community activities where possible, with local communities invited to be involved in their operation. They will remain a key part of the statutory service and the library provider will continue to ensure that they are staffed and stocked with books, materials and information.

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

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

### **The Contract**

13. In light of the soft market-testing undertaken it is proposed that a 15 year contract be offered with the potential for a 5 year extension.

### **Service Specification:**

14. The service specification sets out what the council requires of the provider and how the vision is to be realised. It builds on the current service and ensures that the library service will contribute broadly to achievement of the council's objectives, for example in the areas of public health and adult social care. It will consist of:
  - A series of "core offers":
    - Spaces and Places
    - Reading

- Information
  - Digital
  - Health & Social Care
  - Learning and Skills
  - Culture
  - Archives and Local History
  - A range of other requirements concerned with:
    - Opening Hours
    - Programming of Events and Activities
    - Health and Safety Management
    - Access and Legislation
    - Staffing
  - Performance and reporting requirements concerned with:
    - Facilities Management
    - Customer Care
    - Audience Development
    - Promoting Inclusion
    - Quality Assurance and Continuous Improvement
    - Quarterly and Annual Reporting Requirements
15. More detail is set out in Annex B. The services specification will provide a robust framework against which the performance of the operator will be assessed. Under the payment and performance monitoring system, financial deductions will apply for failure to achieve the required performance standards.

**Buildings:**

16. The current library service operates from 14 buildings and 2 mobile vehicles. A new library at the Community Stadium is due to open in summer 2019 and a commitment to move Haxby Library from a mobile vehicle into a static library has been given.
17. To deliver the aspirations for our library buildings as set out in the vision, the specification will determine who will lead on the respective actions required:
- Explore Library Learning Centres: Council lead.
- The imperative here is to address the current high cost of the learning centres by moving to a new model which provides the operator with larger buildings and additional income streams.

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

- Explore Gateways (community libraries): Operator lead.

Here the task is for the operator to work with communities to create improved facilities through co-location of libraries with other community facilities. This will be a continuation of the work Explore York has begun, for example through the planned move of New Earswick library into the Folk Hall, which is home to a café and the local post office and has numerous rooms for community use.

It is proposed that the operator is required to complete the process of making satisfactory arrangements for all the community libraries by the end of year 8 of the contract. It will be for the operator to determine the solution in light of local needs with the Council having the right to decline any proposal, acting reasonable, should it consider that it does not meet the requirements of the vision and the service specification.

The ability of the operator to deliver improvement in this way will be a key facet of the tender evaluation.

18. The Community Asset Strategy will be a key tool to inform both operator and authority led changes, driving partnership working between the two parties to deliver the vision for our residents.

### **Building Asset Liabilities**

19. The repairs / maintenance liability on each building has been estimated over the next 20 years through condition surveys with a total liability of £2.8m:

<b>Library type</b>	<b>20 year lifecycle costs</b>
York Explore	£1,880,223
Explore Library Learning Centres	£405,729
Explore Gateways & Reading Café	£544,196
<b>TOTAL</b>	<b>£2,830,148</b>

20. The procurement process will set out for bidders the risks and liabilities in respect of the buildings. The following is proposed:

Area of responsibility over 15 years of the contract	Library Operator	CYC
Non-structural maintenance, repair and replacement	✓	
Annual servicing costs, e.g. lift servicing, asbestos monitoring, electrical testing	✓	
Day to day repairs and maintenance, e.g. to boilers up to the end of their serviceable life	✓	
Internal and external decoration	✓	
Maintenance and replacement of furniture, fittings and equipment	✓	
Structural building repairs e.g. roof leaks, structural failure		✓
Lifecycle replacement of major structural elements which are identified on the condition surveys, e.g. replacement windows, doors, roof, heating system, electrics		✓

A more detailed table will form part of the service specification.

### The Financial Framework

21. Across all the libraries we can see a big difference in how much individual libraries cost, ranging between £2.00 per visit and just 32p per visit. When we enter into the new contract we believe it is both important and possible to make sure that all our provision provides good value for money. We need ideas from our potential contractor for innovative ways to provide excellent services whilst saving money.
22. The service will generate £147k of ongoing savings from 2018/19. We have rebased the budget resulting in £77k of savings. This is due to the five year costs of employees taking early retirement ending. We have also been contributing annually to a pension provision held to mitigate any pressures the council may encounter from an actuarial review of ex local authority employees. The provision now stands at £164k and we feel this is sufficient to meet any future pension shortfall.
23. The contract with Explore will also be reduced by £70k. This is as a result of them occupying and managing the new Centre@Burnholme which provides them with brand new facilities and a £70k “windfall” from running the centre which includes other services.



**Revenue Budget:**

24. The current revenue budget available for the library contract is set out in the table below:

<b>Library budget</b>	<b>Available in 2019/20 (£000)</b>	<b>Available over 15 years (£000)</b>
Current revenue budget	2,459	36,885
Less budget withheld to establish a Sinking Fund	147	2,205
Less IT Broadband budget	180	2,700
<b>Budget available for re-procurement</b>	<b>2,132</b>	<b>31,980</b>

25. We are not proposing to transfer any of our buildings as part of the new contract. Instead it is intended to grant the operator leases of the respective buildings. We propose that the operator / tenant will only be responsible for internal, non-structural repairs and maintenance. In which case the council would therefore be responsible for maintaining the structure and external aspects of our libraries. The need for investment will be needed irrespective of the tendering process.
26. The council is proposing to withhold the £147k budget to establish a 'Sinking Fund' to address the current and future aggregate repairs/maintenance liability on the buildings estimated to be over £2m over the term of the contract.
27. The council is also withholding the budget for broadband to libraries from that available for recommissioning the service. We want to maintain control over the integrity and speed of the fibre broadband network in the libraries and for this reason the council will take responsibility for this service.
28. We intend to set an affordability limit for tenders based on the existing budget (£2.132m per annum, £31.980m over 15 years). It is expected that any savings will be driven out through the competitive tendering process as bidders will be asked to complete a detailed 15 year financial revenue model that can be assessed as part of the tender evaluation.
29. We will ask any prospective bidder to complete this model at today's prices. We will advise them of an appropriate inflationary index

model which we will use to increase the contract annually. Our preference will be to use an index linked to Local Authority pay (given the majority of the contract is for ex LA staff costs) such as the EARN01 index compiled by the Office for National Statistics.

**Capital budget:**

30. There is currently £0.5m in the capital programme for the replacement of Haxby library, which was allocated following the closure in 2017/18.

**Options**

31. The principal option open to the Executive is to launch the procurement on the basis of the specification and financial envelope proposed or to propose changes to these.

**Procurement Strategy**

32. The Procurement Strategy for this project is built around the following key aims:
  - a. Preparing the market and listening to suppliers, to ensure a viable tender is submitted which meets the specification and financial stipulations
  - b. Allowing as many suppliers as possible to respond to the tender, and using adverts and notices to reach a wide audience
  - c. Seeking tenders which are based on innovation, including the use of emerging technology, whilst ensuring a high core offer is maintained in line with the specification
  - d. Minimising delays, costs, and tendering paperwork to suppliers, whilst ensuring enough information is received to determine the most economically advantageous tender
33. Officers' intentions include the use of a single-stage procurement process. Within this process, there will be two parts to the evaluation:
  - e. Technical expertise and industry-standard financial checks, which will ensure that suppliers are suitably and appropriately experienced, and capable of delivering the contract;
  - f. Tender evaluation, which will select the most economically advantageous tender, by judging tenders against the evaluation criteria.
34. Detailed award criteria will be developed to fit with the specification:

- Price - Total life costs of the library service based on fifteen year projection (including transition to co-located model).
- Quality - Assessing bids against the evaluation themes which are:
  - a. Running an efficient and well-managed Library service (staffing, opening hours, health and safety, cleaning etc);
  - b. Response to the “Core offers”
  - c. Experience of delivering improvement to library facilities including transition to co-located models
  - d. Community benefits in terms of learning, health and well-being, social isolation and increasing community involvement

35. The Executive is asked to agree the percentage split to be used between Price and Quality for the purposes of evaluation. The principal choices are:

- 60% Price, 40% Quality
- 50% Price, 50% Quality
- 40% Price, 60% Quality

Officers’ recommendation is 40% price and 60% quality given the importance of securing a high quality library and archives service.

36. A project timetable is set out below which summarises the actions required.

#### **Procurement Timetable**

<b>Date</b>	<b>Tasks</b>
1 July 2018	Issue relevant procurement notices
1 July 2018	Launch invitation to tender
30 Sept 2018	Tender return deadline
Oct / Nov 2018	Clarification & evaluation including interviews
Dec 2018	Contract award and relevant notices
1 April 2019	Contract operational

#### **Council Plan**

37. The re-procurement of library services will contribute to the Council Plan aim of placing “A focus on frontline services” and ensuring that all residents, particularly the least advantaged, can access reliable services and community facilities.

## Implications

38. **Financial:** The main financial implications are detailed in paras 21 - 30 above.
39. There is a risk that the tendering process does not generate any further savings which will put pressure on other areas of the directorate to deliver alternative savings.
40. There is a risk that the current pension provision of £164k is insufficient to meet any future actuarial valuation. The council will need to consider how to mitigate this risk at the point it materialises.
41. The contract is expected to be inflated annually by broadly the same value as the local authority pay award (the preferred index uses all public sector pay). It is expected that this growth will be met corporately as part of the budget process.
42. Explore currently contract for IT and payroll support from the council. The successful bidder may opt to no longer use these services and these departments will have to reduce their costs to offset this loss of income.
43. **Pensions:** The council has a continuing obligation to ensure staff that transfer from the council to external organisations have access to a broadly comparable pension scheme or continued access to the Local Government Pensions Scheme (LGPS). This obligation remains under second generation transfers.
44. The council will commission an Actuarial Assessment from the Pension Fund which will ascertain the future employer's pension contribution rate to be applied based on the staff transferring. It is proposed that this will be on a closed basis thereby access to the LGPS and the liabilities associated with this will be limited to existing members at the transfer date.
45. It is proposed that the council will limit the liability to the Contractor with a 5% cap and collar mechanism, consistent with other similar service contracts. Any increase in the contribution rate up to 5% above the initial rate will be the responsibility of Contractor. Any increase in excess of the 5% cap will be funded by the council. Any decreases in the contribution rate greater than 5% will be reimbursed to the council.
46. Under the current contract arrangements the council has already build up a provision to deal with any pension liabilities. An amount

of £164k per annum has been set aside from the library budget to fund any potential pension liabilities that arise through the Contract.

47. **Legal:** As the report identifies the council has a duty under the 1964 Act to provide a “comprehensive and efficient library service for all persons desiring to make use thereof”. The council is also subject to the best value duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.” Members therefore need to be satisfied that the proposals meet these duties. In relation to the best value duty there is a specific duty to consult. As with any consultation exercise undertaken the council must honestly consider the outcome of that consultation and take it into account when making its decision.
48. The council has ample powers both under the 1964 Act and the Localism Act 2011 to establish its library service in the way proposed.
49. Clearly a 15 year contract is a long term arrangement which brings with it a level of risk. That can be mitigated through the contract terms and good contract management but Members need to satisfy themselves that the benefits of this proposed arrangement will outweigh the residual risk.
50. The type of contract that will be used for this procurement will be a standard service operator contract, with a detailed service specification that sets out the council’s requirements. There will be a number of strands of contract e.g. service agreement and lease agreements. All agreements need to work together.
51. To protect the council from a poor performing library operator a Payment and Performance Monitoring System links to the Performance Standards set within the service specification. This allows the library operator to be measured against Key Performance Indicators (KPIs) and having financial consequences of failing to meet those KPIs.
52. There is a need within the service contract to set out change controls, particularly with regard to delivering the Library Vision and the transition of the current library buildings into new locations as set out in the report. For this reason there will be the need for:
  - g. Council led changes
  - h. Library operator led changes



53. **Branding** – as the council does not own the rights to the Explore brand, each bidder will need to propose their own solution around naming and branding the library and archives service.
54. **GDPR** - Some personal data will pass between the council and the new provider. This will be reflected in the contract, which will contain up-to-date and robust GDPR clauses along with a schedule containing any data issues which may be anticipated by both the Council and the new provider.
55. **State Aid:** There is a potential state aid issue in relation to the granting of leases of some of the library buildings to the provider at a lower-than-market rate. Officers from Legal Services have considered this issue and have reached the following conclusions:
56. All four aspects required to establish a transaction constituting state aid have, arguably, not been met. The requirements are as follows:
  - a. The grant is made through state resources - this point has been met as we will be forgoing revenue which we could otherwise potentially receive;
  - b. The state aid favours certain undertakings - this point may be met but it is unlikely. There is an argument that the low-cost leases only favour undertakings able to offer library services, but it is open to all businesses to attempt to offer the library service to us and this will be an EU wide procurement;
  - c. The state aid distorts competition - the winning provider may gain a small advantage over competitors, but this can be mitigated by virtue of the fact that a Europe-wide procurement process is being carried out. We anticipate lower bids from all bidders being made as a result of the lower lease cost, so there is an argument that there will be no distortion of the competition. The procurement is open to anyone who meets the tender criteria across Europe and all competitors in the market will have the option to win this contract;
  - d. The state aid affects trade between member states - there is an argument that any advantage a provider gains could affect trade between member states, but again, the fact that this procurement is open Europe wide mitigates any argument against our position on this point.
57. Overall, it is not considered that the low-cost leases constitute state aid given the points above, which are largely underscored by the

fact that this will be a Europe wide procurement open to anyone able to offer the service.

58. Even if the lower-cost leases do constitute state aid, this should be assessed as being lawful state aid because the project should meet the requirements of the block exemption for culture and heritage conservation. The government has specified that libraries fall under the English Aid for Cultural and Heritage Conservation State Aid Scheme (this scheme details the domestic approach and the conditions attached to that aspect of the block exemption). The Council would have to demonstrate an “incentive effect” i.e. that the provider would not have undertaken the work without the aid having been granted. Given the poor condition of many of the buildings, an argument can be formed that the providers would not have been willing to pay market-rate for use of the facilities because of the disruption of dealing with problems that are likely to occur over the years. Also, given the fact that the council wants to encourage the winning provider to co-locate library services throughout the course of the contract, the lease rates are likely to be of benefit in that the providers will not be locked into costly leases preventing a cost-effective co-location process. If the “aid” would exceed €500k, we would need to notify the commission about this even under the block exemption (this would be under a modified notification process and would not require the full notification procedure).
59. The view of Legal Officers is that the activity is not likely to constitute state aid and that the Council does not need to rely on the block exemption, therefore no notification process is necessary. However, before tender for this contract is published, Legal Officers will consider this matter in more detail as a precautionary measure.
60. **Property:** Any buildings owned by the council (or leased by the Council from someone else) which are to be used by the operator will need to be leased to the operator for a Term / period equal to the duration of the service contract. However, in relation to the Explore Gateway Libraries a 15 year lease will include a council / landlord break clause after 8 years and also includes a 6 month notice period for the operator to deliver the changes as set out in para 17.
61. It is proposed that the council does not seek payment of any rent from the operator for the proposed leases (as it is anticipated that bidders would effectively recharge any rents back to the council by taking such liabilities into account when pricing their bids). Section 123 of the Local Government Act 1972 requires that the consent of

the Secretary of State for Communities and Local Government is obtained for any disposal/lease of property for less than 'best consideration' / full market value. A General Consent Order gives consent for disposal if both of the following conditions are satisfied:

- (i) the council considers that the purpose of the disposal / lease will contribute to the improvement of the economic, environmental or social well-being of its area and
- (ii) the difference between any consideration being obtained by the Council and best consideration / full open market value does not exceed £2m

This £2m is an aggregate figure. Valuations have been obtained which indicate that the aggregate full open market value of leases of the relevant properties for a period of 15 years would be approximately £1.5m

- 62. The council's current lease of the existing library premises within Copmanthorpe Shopping Centre is due to expire on 28<sup>th</sup> September 2020. The council's current lease of the existing library premises at Dunnington Reading Rooms is due to expire on 31<sup>st</sup> January 2022. The council will therefore need to negotiate terms for further leases of those respective buildings from our respective landlords, including with an ability to grant subleases thereof to the operator for the duration of the proposed new service contract.
- 63. The lease arrangements at New Earswick Folk Hall have been negotiated between Explore and the freehold owner of that building without any involvement from the council; therefore the lease arrangements are subject to negotiation with the future library operator. Explore and the freehold owner would need to negotiate a surrender / early termination of Explore's current lease and the winning bidder should negotiate terms for a new lease from the freehold owner.
- 64. As Rowntree Park Reading Café is within a public park, the leasing of it to the operator will be classed as a disposal of open space land for the purposes of Section 123 of the Local Government Act 1972. Therefore before any lease of it is granted, the proposal should be publicised by placing a Notice in a local newspaper in two consecutive weeks and due consideration should be given to any comments/objections received.
- 65. Transparency Code Legislation: City of York Council publishes data to meet transparency code legislation on its open data platform [www.yorkopendata.org](http://www.yorkopendata.org). On this platform are links to the council's

procurement practices and current procurements (through [www.yortender.co.uk](http://www.yortender.co.uk)) as well as various other datasets to show the councils commitment to transparency.

66. In the continuing interests of the council and public sector commitment to transparency, within the library procurement, we will be asking the successful supplier to be aware of the Transparency Code legislation (which is aimed and for at local councils), and acting in the spirit of the legislation, by providing as many datasets as possible in to the public domain through the city's open data platform.
67. **Equalities:** An Integrated Impact Assessment has been undertaken which reflects the research, consultation and engagement undertaken by the Library Procurement Project Team. This will be used in the procurement of the Library and Archives service. It will be submitted as a 'user specification' to potential bidders so they understand the vision that the Council, its partners and residents have for the Library and Archives service.
68. **Information Technology:** As a digital city, York must strive to ensure libraries are places where ITT is truly accessible; therefore it is proposed to protect the network infrastructure to ensure the service expansion is future proof. CYC will provide the fibre broadband network and public Wi-Fi service to the bidder with the cost being top sliced from the available library budget. The library operator will be free to choose how to provide all other hardware and software.
69. There is a risk that if the library operator chooses not to use the council for provision of hardware and software the Council will be left with some fixed costs that it is not able to defray in the short-term. This could be up to £70k in the first instance. In this case, there could also be some redesign work required to separate out the connectivity layer.
70. There are no **Crime and Disorder** implications.

### **Risk Management**

71. Risks are addressed, reviewed, analysed and updated regularly through the monthly working group.
72. The specific risks relating to this report are:

Risk	Mitigation / Action
Condition of library buildings could lead to significant increase of revenue budget or unplanned closures	<p>CYC to accept building liability risk under terms of operator contract.</p> <p>Revenue allocation to cover the risk of building repairs / replacement over the 15 year contract. Kept in a sinking fund and managed by CYC.</p> <p>CYC retain the right not to repair/replace under the contract.</p> <p>Vision agreed to co-locate community libraries and target set for library operator</p>
Poor performance by library operator and visitor numbers in decline	<p>Performance standards are set with a service specification.</p> <p>Performance is measured against a payment and performance mechanism that allows CYC to make financial penalties against operator.</p> <p>Termination triggers if continuous under performance.</p>
Local needs are not met following comprehensive consultation in Nov 17 to Feb 18.	<p>Service specification built upon 'Comprehensive Assessment of Need' which included the feedback from the consultation results.</p> <p>Strategic delivery plans will be approved on an annual basis by CYC to ensure the library operator is continuously improving.</p>

### Annexes:

- A. Comprehensive Assessment of Need
- B. Key terms for the service specification

### Contact Details

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	<b>Report Approved</b>	✓	<b>Date</b>	7.6.18.
<b>Specialist Implications Officer(s)</b>				
Steve Tait - Finance Manager Phil Monk - Procurement Peter Cairns, Victoria Wasinski, Gerry Allen - Legal Services Philip Callow - Head of Asset and Property Management Emma Audrain – Corporate Finance Nigel Oates - IT				
<b>Wards Affected:</b>			<b>All</b>	✓
<b>For further information please contact the author of the report</b>				

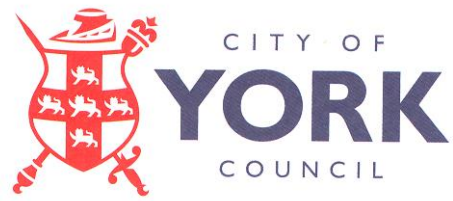
**Background Papers:**

Building condition surveys - held by the report authors

Building valuations - held by the report authors

Integrated Impact Assessment - held by the report author

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**York Library Services**  
**Comprehensive Assessment of Need**  
**May 2018**

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## 1.0 Background

City of York Council has a statutory duty to provide a library service:

*It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof (Public Libraries & Museums Act 1964, section 7).*

In 2014, the staff of York's libraries and archives service established a community benefit society, Explore York Libraries and Archives Mutual Ltd. (Explore York), to operate the council's libraries. The council entered into a 5 year contract with them. This contract expires on 31 March 2019 at which point the council will need to enter into a new contract setting out what we want from our library service over the next period. This needs assessment will help inform the contract. It will do this by bringing together what we know about :

- York's demographics – the make-up of the city's population and their needs
- The Council's objectives - the key policies relevant to the library service and how libraries can help to deliver on them
- The current service – how York's service is performing currently and to what extent it is meeting residents' needs
- Residents' needs – what the public has told us through the consultation that we have undertaken

York's libraries are currently very successful. Explore York has introduced many new services, visitor numbers and book issues are good, and the service offers excellent value for money. We know that library users are very satisfied with the current service. Nonetheless, we don't intend to stand still. We want to continue to innovate, building on past success to ensure that the service continues to meet changing needs and expectations in the years ahead.

We also need to be ever more efficient. The council as a whole needs to make savings and, looking at what we spend on libraries, we believe it is both important and possible to make sure that all our provision provides good value for money. We can see a big difference in how much individual libraries cost, ranging between £3.44 per visit and just 22p per visit. We need to look at innovative ways to provide excellent services whilst saving money.

## 2.0 York's Characteristics

York's population is estimated to be just over 200,000 made up of 51.4% males and 48.6% females. The city is becoming more culturally and religiously diverse with a Black and Minority Ethnic (BME) population of 9.8% (non White British) compared to 4.9% in 2001. By 2025, it is estimated that the 65+ population in York will have increased by a fifth, the 85+ population by about two fifths, and the 0-19 population by about 9%. Some key characteristics are:

- York's population is on the whole healthy (in a recent survey, 83.9% stated that they are in very good or good health compared to 80% regionally and 81.2% nationally). But this is not true of all communities and groups with 15.3% stating that they have some limitation in day to day activities.
- The median gross weekly earnings of residents is £519 compared with £502 regionally and £553 nationally.
- 1.9% of the working population (aged 16-64) claim out of work benefits and 0.2% claim job seekers allowance.
- 66% of residents own their own home, either outright or with a mortgage; 18% are private renters and 14% are social tenants
- 73.5% of residents have a Level 1 - 4 qualification, of which 62.9% are, at least, qualified to Level 2, but 18.0% have no qualifications at all.
- 7.8% of children live in a household where a parent or guardian claims an out-of-work benefit and there are 10.7% of households in fuel poverty.

Key planning considerations for library services will be as follows:

**Age:** Age will be a significant factor in planning library services given the projections set out above. Generally, community libraries catchments have an older population than York Explore and the three Explore Library Learning Centres. In the areas served by York Explore and the Explore Library Learning Centres, there are a greater proportion of younger adult residents – in Tang Hall and York City Centre there are a lot of single people aged 20 to 24 without children; and in Acomb and Clifton there are a lot of married people aged 30 to 39. Community library catchments generally have much older populations, where around 26% of residents are aged 65+. This is less the case in Fulford, which more closely matches the pattern for York as a whole.

While the catchments served by the community libraries have a greater proportion of older people, the Age UK risk of loneliness measure points

more towards the York Explore and Explore Library Learning Centre catchments as being the areas where there is the greatest likelihood of older people suffering loneliness. This measure takes into account not just the number of older people, but other factors such as marital status and health.

**Ethnicity:** Generally, York Explore and the three Explore Library Learning Centres catchment areas are more ethnically diverse than those of the community libraries. In the York Explore and Explore Library Learning Centre catchment areas  $\geq 10\%$  residents are BME, and in the case of the community libraries the figure is  $\leq 5\%$ . The exceptions are Acomb and Fulford. Acomb has fewer BME residents than the other Explore Library Learning Centres, and Fulford has the highest proportion in York (25%) which may relate to Imphal Barracks and the university.

**Disability:** The proportion of residents whose day to day activities are limited by illness or disability is 15% across York, and does not have much variation from one ward to another. The most significant need is at New Earswick with 21%.

### 3.0 Policy Objectives

York's library services need to contribute to the following key policy areas:

#### 3.1 Creating resilient communities

In York, people are increasingly coming together to define what they want, to find new ways to meet their needs and to deliver services. People's strengths, skills and networks are being harnessed to provide self-supporting networks and a deep reservoir of community resources that people can draw upon to keep well, to be independent and to lead fulfilled lives. Our aim is to encourage resilient communities that:

- Are self-managing and less reliant on the council and other agencies for help
- Are able to minimise the disruption to everyday life that unforeseen events present
- Enable people to be more resourceful
- Enable people to have more control of their own lives
- Ensure people are equipped and willing to play a part in community life

In this context, we need our library services to work alongside the council to help bring people together. They can provide some of the resources - the buildings, infrastructure and staffing - to help more people build on their strengths and tap into local networks as well as a diverse range of locally available support:

- Ensuring that people have appropriate advice and information to keep them resilient, independent, happy and healthy
- Working with and supporting other partners in the community to build capacity, supporting the growth of social networks and social action, bringing all sectors together in projects that deliver on local priorities
- Supporting people and communities to find the help they need to maintain their resilience and independence and participate fully in community life - led by intelligence
- Supporting those partners working to intervene early with those at risk of losing their independence or with escalating levels of need
- Supporting council teams working together within local areas to share intelligence and problem-solve
- Supporting the city's volunteering strategy, *People Helping People*, to scale up social action through impact volunteering
- Supporting and providing a base for the work of ward teams

**Local Area Coordination:** This is a long-term, integrated, evidence-based approach to supporting people with disabilities, mental health needs, older people and their families or carers. It works on the principle of earlier intervention, helping people to be resilient and self-supporting as far as possible, working alongside them to:

- Build and pursue their personal vision for a good life,
- Stay strong, safe and connected as contributing citizens,
- Find practical, non-service solutions to problems wherever possible, and
- Build more welcoming, inclusive and supportive communities

York became the 12<sup>th</sup> UK city to join the National LAC Network in 2016 and commenced its Local Area Coordination programme in May 2017 with the recruitment of three Coordinators in Tang Hall, Westfield and Huntingdon & New Earswick. The programme will be expanded to further areas in 2018. The Local Area Coordinators will work closely with the network of libraries across the city, connecting people with these community resources to access information and advice, alongside the

opportunity to volunteer themselves at a local library and become information champions. They will be able to help steer delivery of the home library service.

### **3.2 Community assets**

Library buildings have an important role in supporting resilient communities. As such, they are recognised within the council's Asset Management Strategy 2017-2022 as important community assets. A number of developments have already taken place or are underway to create library premises that provide multi-use community facilities (e.g. the Centre@Burnholme, and the new library at the refurbished New Earswick Folk Hall which will come on stream this year).

The trend needs to continue of providing a more holistic offer to communities, whilst seeking income generating models such as that found at Rowntree Park Reading Café. The asset strategy calls for maximising positive outcomes for communities and protecting services by:

- Reducing building costs through rationalisation of assets and creating efficiencies
- Co-location of Council and other public sector services
- Generating income to support service delivery
- Supporting the council and partners to achieve joined up services - buildings should not be exclusive to one particular service and community spaces should where possible be flexible and adaptable to support a range of uses
- Assets being operated by the community where a community group is best placed to deliver outcomes

### **3.3 Inclusion**

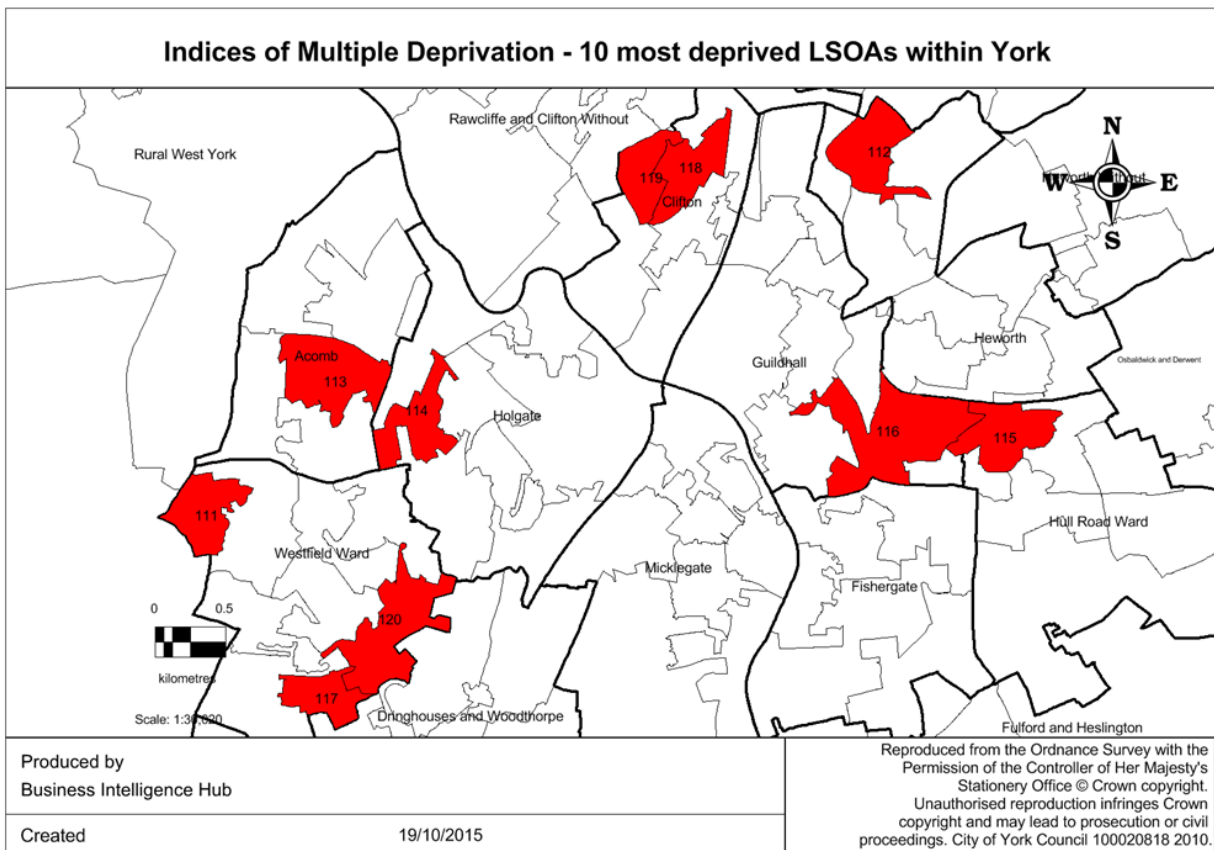
In York, many people enjoy a good quality of life with access to the things they need to thrive as individuals and communities. But we know that not everyone has equal access to the same opportunities. We believe our city will only fulfil its collective potential if everyone who lives, works and visits here can reach their own individual potential, where people can access opportunities and realise their aspirations, and are not limited because of who they are or where they live.

Those areas of the city that are experiencing deprivation are, in many ways, those with the most to gain from library services. Libraries can offer relevant services such as literacy support, learning & skills development, support with job-seeking, public health initiatives,



assistance with information and advice on personal finance, helping people to get on-line, and a myriad of other services which all address needs arising from deprivation.

The geographical pockets of highest need in York fall into the catchment areas of York Explore and the three Explore Library Learning Centres. Of York’s 120 lower super output areas, the ten most deprived all fall into the catchment areas of York, Acomb, Clifton and Tang Hall. These ten areas are within England’s bottom 30% of super output areas according to the government’s Index of Multiple Deprivation (IMD) 2015.



In terms of York’s community libraries, New Earswick and Dringhouses are also situated in or near to some areas of relative deprivation, falling within England’s bottom 40% on the IMD2015.

The same areas of deprivation are highlighted when the IMD is split into its constituent categories: income, employment, education, health, crime and living environment; however, when we look at the “barriers to services” domain of the IMD this brings in some areas which would not otherwise be considered deprived – Acaster Malbis, Dunnington, Rufforth & Askham Bryan, Towthorpe & Earswick (and which would not recognise themselves as deprived). This is due to the physical distance these residents need to travel to visit a Post Office, School, General Store and/or GP surgery.

Other indicators of deprivation tend to underline what was found in the IMD2015, where the greatest need is in the York and Explore Library Learning Centre areas:

**Residents in fuel poverty:** The catchment areas for York Explore and the three Explore Library Learning Centres tend to have  $\geq 10\%$  of residents living in fuel poverty whilst the community libraries have  $\leq 8\%$ , with the single exception of Fulford Library which has 11% of residents living in Fuel Poverty. (Source: Department of Energy & Climate Change, via CYC Business Intelligence Hub)

**Children living in poverty:** The catchment areas for York Explore and the three Explore Library Learning Centres tend to have  $\geq 12\%$  of child residents living in poverty, whilst the community libraries have  $\leq 8\%$ , again with a single exception, in this case Poppleton Library, the catchment of which has 12% of child residents living in poverty. (Source: HM Revenue & Customs via CYC Business Intelligence Hub)

**Social housing tenants:** The York Explore and Explore Library Learning Centre catchment areas tend to have  $\geq 15\%$  of residents who are social tenants, whilst the community libraries have  $\leq 10\%$ . The single exception in this case is New Earswick, which has 20% of residents who are social tenants. (Source: CYC Business Intelligence Hub).

**Digital exclusion:** York is the UK's first Gigabit City, with outstanding 'world-class' connectivity that is helping to create jobs, attract investment and improve the lives of people who live, learn, work in and visit the city. We are aware, however, of the potential for a 'digital divide' whereby some citizens and business may not be able to access the full benefits of York's connectivity. Whilst figures are not available detailing the number of households without internet access in different parts of York, the council's analysis, based on Mosaic postcode profiling, indicates that areas where library users are least likely to have home internet access are those in the catchment areas of York Explore and Tang Hall, Acomb and Clifton Library Learning Centres.

York recognizes the importance of measuring digital needs so that when services are developed or updated we have in-depth knowledge of the target audience's digital skill level. The council wants to collaborate with partners on measuring digital skills to help our understanding of the reasons why digital exclusion may occur, whether that be through access to devices, low digital skills, confidence and/or motivation.

Through the council's involvement in the regional Digital Enterprise (DE) programme we are also seeking to support our small and medium

enterprises (SMEs) with their digital skills requirements, and this will involve working with Make It York and the Business Improvement District (BID) team to use their links and close working relationships with York's SMEs. The council is also engaging with schools through code clubs to help our progress as a technological city.

The implications for library services of this identified need will lie in engaging with library users and communities more broadly in programmes that identify users' digital skills and provide practical assistance to raise skill levels and to access particular digital systems and applications from which they might otherwise be excluded.

Other indicators such as residents on out of work benefits or childhood obesity tend to be consistent across all areas.

Library services can help address these inclusion needs through specific library services and more broadly in the following areas:

**Financial resilience:**

- Encouraging and supporting networks and shared awareness of services and opportunities
- Sharing of practical examples of good practice and support within communities
- Supporting and promoting initiatives which encourage effective budgeting practices and income maximisation

**Jobs and skills:**

- Gathering and understanding the key offer in each local community
- Connecting professionals to networks and resources
- Supporting key individuals within the local community who can influence and support community development
- Seeking out volunteers to support particular projects and offer opportunities to gain valuable experience
- Referring individuals to appropriate programmes to support their development

**Business and enterprise:**

- Supporting and promoting local events such as jobs fairs
- Offering information and signposting to those with aspirations around starting their own business

**Community capacity building:**

- Networking, establishing contacts and developing relationships
- Support local volunteering, encouraging good practice in identifying roles, recruiting, developing and retaining volunteers

### 3.4 Learning and skills

The Council's ambition is for *A Prosperous City for All* where local businesses can thrive, residents have the opportunity to get good quality and well paid jobs and everyone in York is supported to achieve their full potential, making sure no one is left behind.

Libraries in York have long supported this aspiration through a partnership with the council's learning services to deliver learning through library learning centres and other community facilities. The partnership aims to:

- Build a culture of informal learning across the City
- Support people to drive their own learning both individually and through self-organised groups
- Broaden choice, clarify opportunities and facilitate progression through better information provision
- Deliver and support e learning by offering state of the art technology and training

Libraries remain central to delivery of the community learning offer. Key needs are:

- A broad informal learning offer with clear progression routes - enabling learners to make progress from informal learning for example, a reading group to more structured learning for example in an accredited ICT course
- Multiple entry routes to learning - enabling learners to access learning in many different ways and easily progress to other learning, e.g from a reading group to a language class, from a basic computer taster course to a more complex accredited programme
- A community based library service supporting learning - Universities and colleges all have their own library. York public library service can support adult community based learning across the city through the provision of stock, access to the internet and space to study

- Developing digital participation - ensuring that everyone has access to a computer and can easily learn how to get onto the internet, tackling the digital divide
- A community based learning network - the continued development of flexible ICT centres is essential to ensure that learners have access to ICT and skills for life programmes
- Developing and supporting adult literacy
- Supporting older learners - as we experience an increasingly ageing population, supporting this group to increase skills for employment and leisure

Libraries are particularly important in supporting the learning needs of children and young people as well as supporting schools and the curriculum. Key areas are:

- Encouraging and supporting school visits
- Supporting children's homework through providing internet access, information and printing
- Following the demise of school library services, providing a service to schools in bulk purchasing of guided reading books
- Bookstart schemes delivering free books to babies and toddlers
- Activities for children and families including story times and children's reading clubs

### **3.5 Health and wellbeing**

York's Health and Wellbeing Strategy aims for every single resident of York to enjoy the best possible health and wellbeing throughout the course of their life:

- By promoting greater independence, choice and control
- Building up community based support
- By supporting self-care and management
- With greater use of early help though targeted/short term interventions
- By imaginative use of new technology
- With fewer people using statutory services

The contribution of library services will lie predominantly in the areas of:

- Mental Health and wellbeing: helping to ensure that York has a mental health friendly environment as well as a dementia-friendly environment



- Starting and growing well: helping to reduce inequalities in outcomes for groups including children eligible for free school meals, children who are looked after, young carers and refugees and helping to promote healthy choices
- Living and working well: helping to reduce inequalities in outcomes for particular groups, including those living in the poorer wards and vulnerable groups, offering a range of support to help residents make good choices about their own health and wellbeing, promoting the benefits of healthy lifestyles, helping people to access the services to help them to help themselves
- Ageing well: celebrating the role that older people play in making York such a special place, helping people to remain independent for longer, supporting the vital contribution of York's carers, and getting involved in social prescribing

### **3.6 Information advice and guidance**

Following a comprehensive review of information and advice provision in the city during 2016, the council has recently developed a new Information and Advice Strategy and action plan. This recognises that for all citizens, but in particular people with health and social care needs care needs, good information and advice is:

- At the heart of personalised care
- Critical to promoting wellbeing and helping people manage their own health
- Helps people to access informal sources of support and optimise use of community assets
- Gives people better access to services which prevent and / or delay need for more expensive forms of care
- Promotes choice
- Requires ownership and coordination across all sectors.

The provision of information and advice is a key building block within the council's Corporate Plan, and linked 'community operating model' and is further reflected within the Care Act (2014) which places new duties on councils to ensure the coherence and availability of information and advice in each local area. Libraries provision will be at the heart of delivering this strategy reflecting their role as community hubs and providers of information and advice.

Through focussing on early intervention, prevention and asset based approaches, the provision of universal information and advice will avoid

the use of high cost services, and support citizens and communities to build resilience and stay strong within their homes and neighbourhoods.

A new citizen wellbeing portal – ‘Live Well York’ will act as the ‘go to’ website for the city encouraging an asset based approach to building health and wellbeing through a comprehensive on line community directory, which the libraries have been instrumental in helping develop. Building up community based support is also a key ‘enabler’ identified within the strategy and this is complemented within the action plan through the desire to build ‘community hubs’ and maximising the use of local assets.

### 3.7 The cultural offer

The council sees culture as playing a key role in the city’s economy and place-making as well as contributing to health and wellbeing. The Council is working with its partners to create a new cultural strategy which will make a *Fresh Loud Statement of Cultural and Visual Identity*, building on York’s strengths to develop a cultural offer that is ‘exciting’, ‘inventive’, ‘ahead of the curve’.

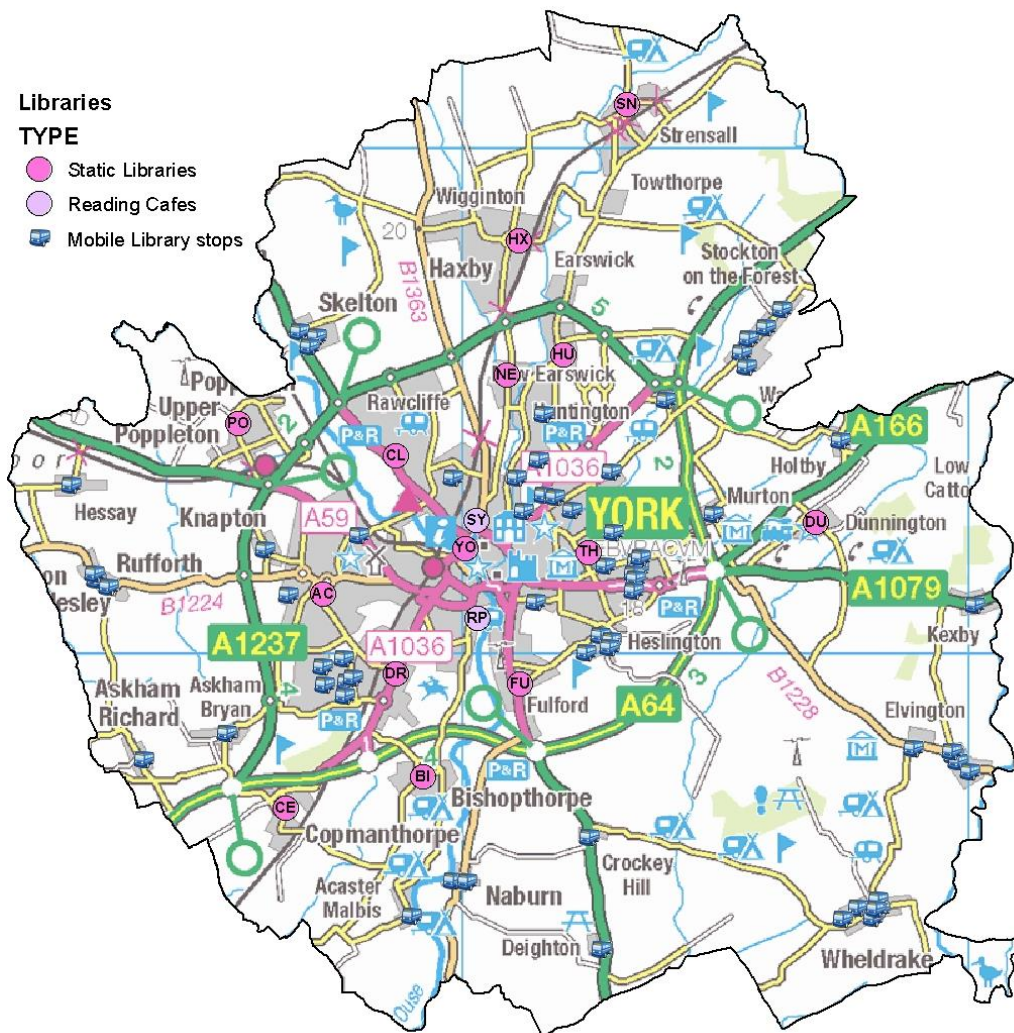
The contribution of the library service to the cultural strategy will lie primarily in helping to engage residents, promoting York’s cultural offer, and facilitating collaboration. The outcomes that the service can contribute to are that:

- The people of York are active participants in cultural activity
- The people of York are strong advocates for culture in the city
- York residents are supported in their right to create culture and have public opportunities to curate culture
- York takes a collaborative approach to audience development and engagement

In the consultation, non-users particularly identified activities for children and families as being likely to encourage their participation. This therefore identifies a possible focus for cultural activities within libraries. York’s cultural needs are consistent with the Society of Chief Librarians *Universal Cultural Offer* whereby, *People enjoy a quality and diverse cultural experience in libraries*, and the *Stretch Offer*, whereby *Library services should deliver a clear, consistent, and accessible programme of cultural activities and events, based on a wide range of cultural experiences*.

## 4.0 The Current Service

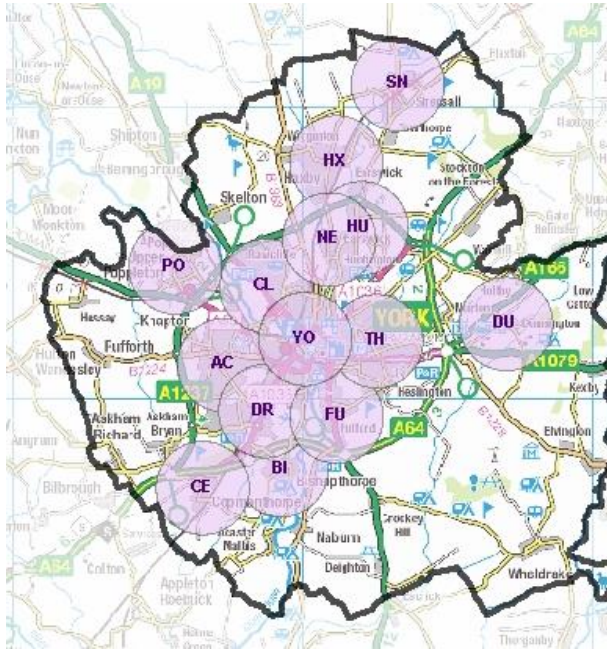
The service provides 14 static libraries (of which one is currently replaced by a temporary dedicated mobile facility due to the emergency closure of the building), 1 reading café, 1 mobile library, and a home library service. There is also currently a pop-up reading café at Homestead Park delivered in partnership with Joseph Rowntree Housing Trust (not shown below).



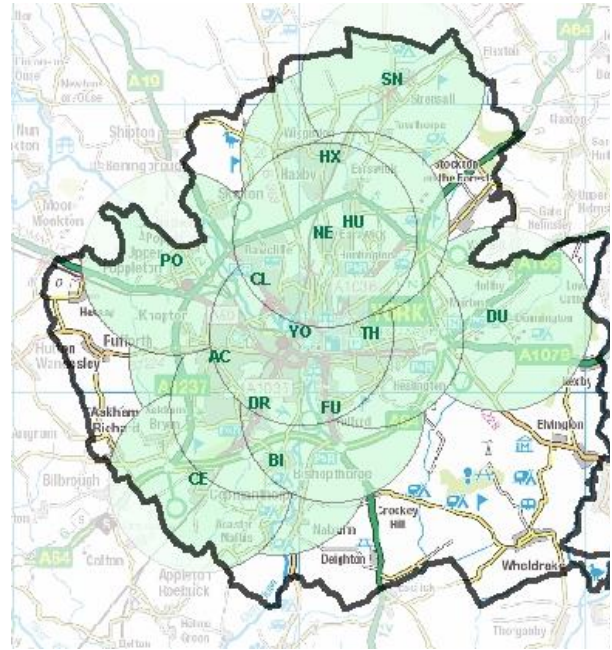
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 City of York Council 100020818

Most residential areas of York have a static library within 1 or 2 miles. The villages which are not served by static libraries, such as Stockton-on-the-Forest, Askham Richard, Wheldrake and Elvington, are visited by the Mobile Library.





Static Libraries with 1 mile buffer zone



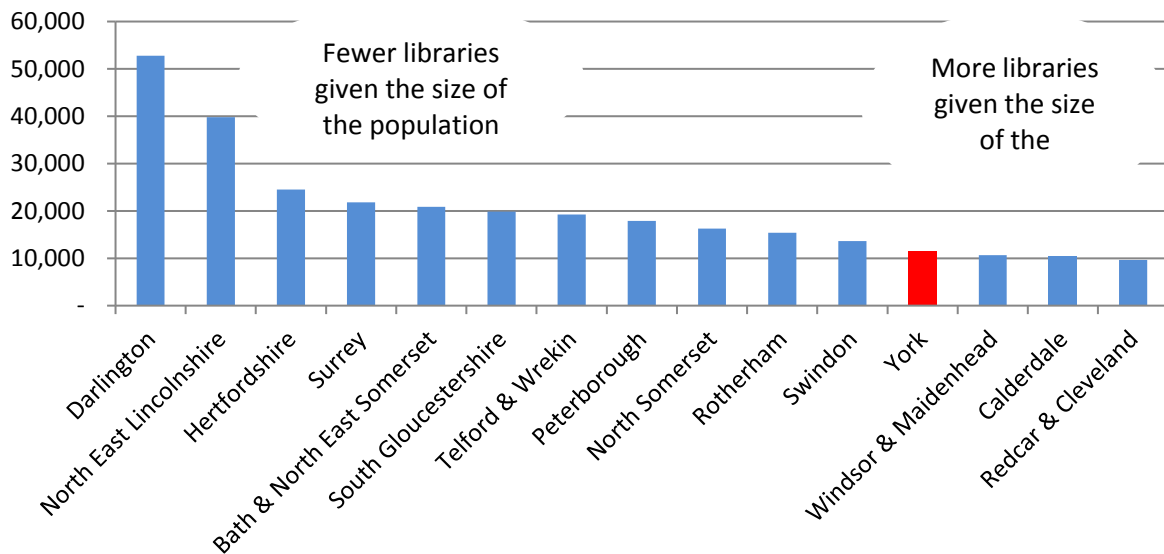
Static Libraries with 2 mile buffer zone

(Note that these maps include Haxby as a static library although it is temporarily being run from a dedicated mobile facility.)

### 4.1 Number of libraries

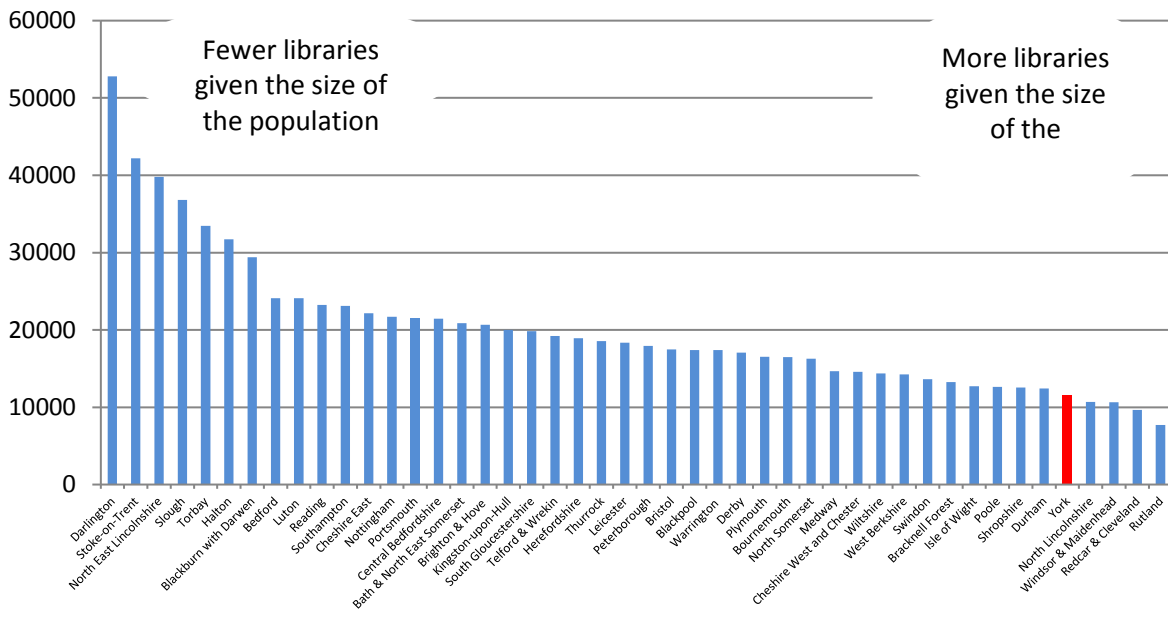
York has a relatively high number of library branches for its population size. These graphs show York compared firstly to other unitary authorities and secondly to any authorities with a similar population density. (See the Library Pen Portraits for more on the distinct communities served by Explore’s branches).

Population per Service Point (source: CIPFAstats 1617)



Comparator: English Authorities with a population density of 5 to 10

Population per Service Point (source: CIPFAstats 1617)



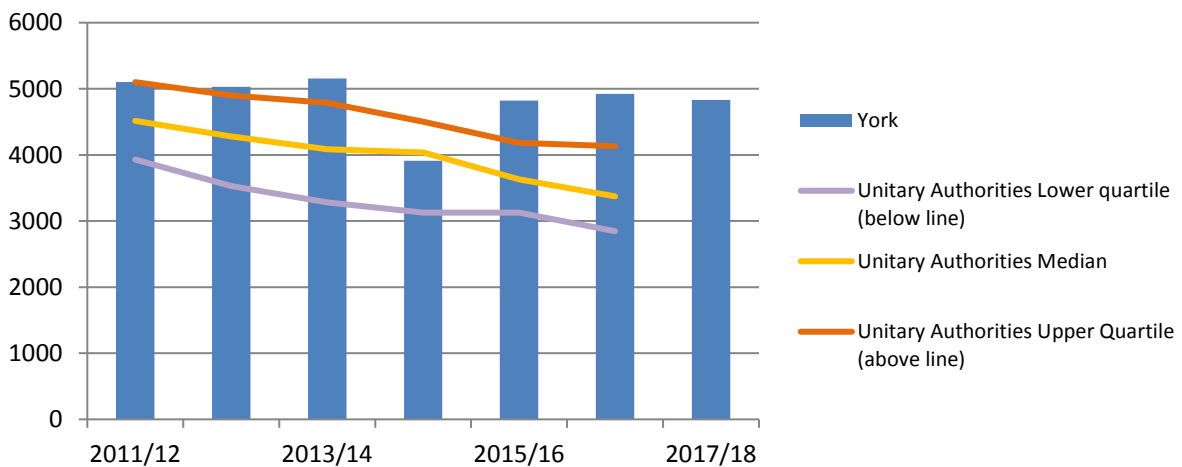
Comparator: Unitary Authorities

## 4.2 Usage of libraries

In spite of the national trend of library visits declining slightly over time, Explore's footfall has been holding up well, thanks in large part to the reading cafés which have been opened. Compared to other English unitary authorities, Explore's performance is upper quartile.

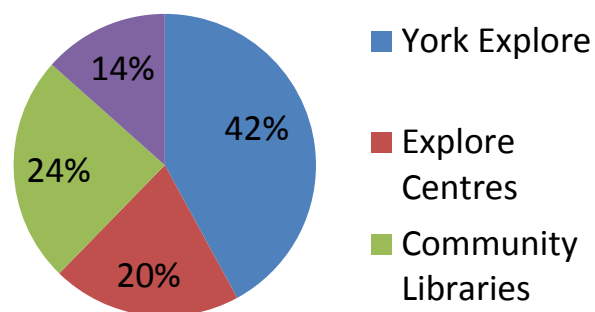
Explore's footfall in 17/18 across all branches was 1,014,173.

Physical Visits per 1,000 population (source: CIPFAstats)

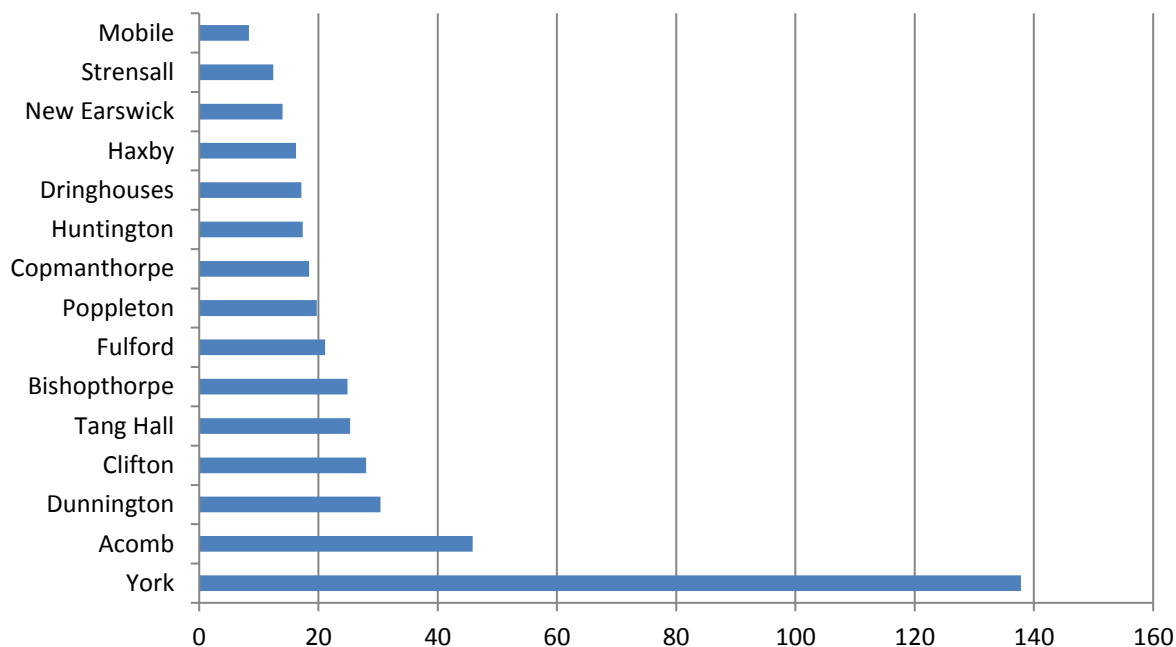




<b>Visits including Reading Cafes</b>		<b>1718</b>
<b>1</b>	York	426440
<b>2</b>	Acomb	109785
<b>3</b>	Rowntree Park	93253
<b>4</b>	Tang Hall	55352
<b>5</b>	Homestead Park	42693
<b>6</b>	Clifton	40212
<b>7</b>	Bishopthorpe	28397
<b>8</b>	Huntington	25734
<b>9</b>	Haxby	25337
<b>10</b>	Fulford	25322
<b>11</b>	New Earswick	24544
<b>12</b>	Copmanthorpe	23164
<b>13</b>	Poppleton	23137
<b>14</b>	Dringhouses	22924
<b>15</b>	Dunnington	20404
<b>16</b>	Mobile	14091
<b>17</b>	Strensall	13129
<b>18</b>	Sycamore House	255



### Visits per Opening Hour



These figures cover the half terms in October 2017 and February 2018 to exclude anomalies caused by classroom use of libraries at New Earswick and Fulford.

User data shows that York's libraries have an impressive reach across all sections of the population; however, some sections of the community do use libraries more than others. Women are over-represented at 62% of Explore users. This is a common trend across libraries nationally and York's figure is within 1% of the national figure.

Economically inactive people are also over-represented among library users; this over-representation applies to retired people, people with long term disabilities, the unemployed and carers. 28% of York's library customers are affected by ill health or disability (compared to 15.3% of York's population), which is a credit to the accessibility of the buildings. On the other hand, people who are employed or self-employed (full time or part time) are under-represented among library users (42% of adult population, compared to 61% in the population). This holds true across all types of library, which is particularly surprising given that the Explore Library Learning Centres are more likely to be open outside working hours so in theory have more scope to attract working adults than the community explore libraries do.

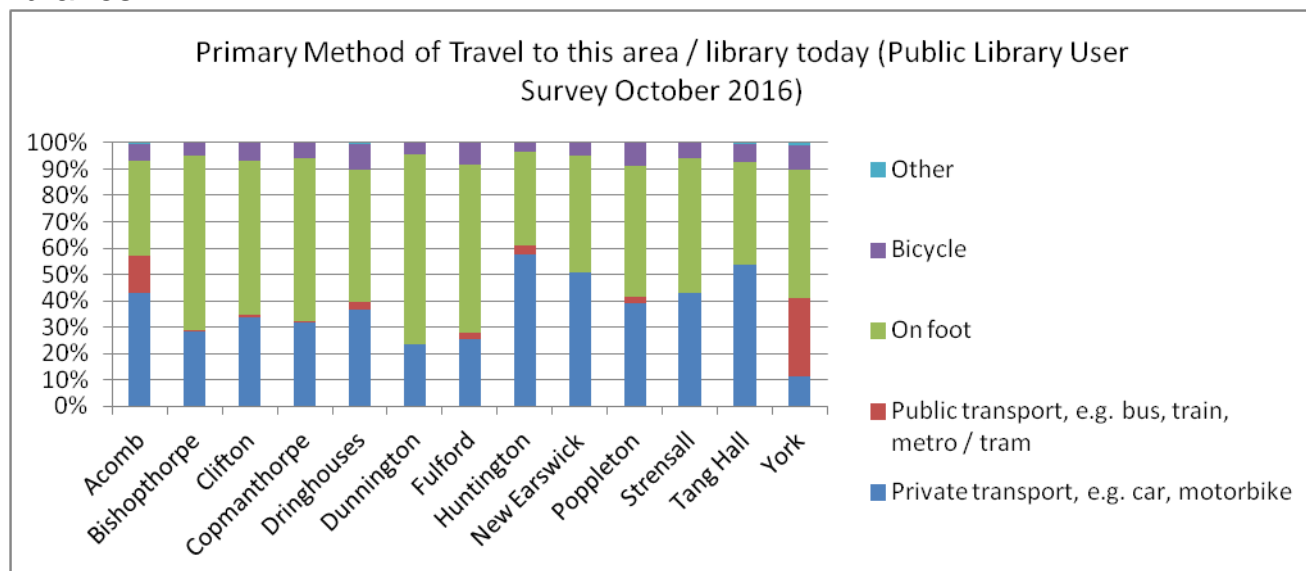
The breakdown of users by ethnicity is representative of York's population.

There is longevity of use, with 66% of users having used Explore libraries for more than 3 years, but also a turnover of customers too with 7% of users sampled being on their first visit.

The following table shows how far customers currently travel to get to the libraries. There is a clear trend for people to travel larger distance to get to the Explore Library Learning Centres. They are bigger, they are open longer, they have more services, and they are therefore more likely to be "destination" libraries for people from more than 1km away. Of these Clifton is the one which is attracting the smallest proportion of users from further afield, unsurprisingly, since it is also the smallest of the Explore Library Learning Centres with the shortest opening hours.

Library	Less than 1 KM	between 1 and 2KM	Between 2 and 3KM	Between 3 and 5KM	More than 5 Km
York Explore	15.8%	39.4%	18.9%	16.7%	9.2%
Acomb	42.6%	37.9%	9.0%	8.1%	2.4%
Clifton	59.1%	22.9%	8.2%	7.5%	2.3%
Tang Hall	54.0%	28.7%	8.2%	4.7%	4.4%
Bishopthorpe	69.2%	1.2%	13.5%	15.1%	1.0%
Copmanthorpe	87.9%	5.2%	0.9%	5.1%	1.0%
Dringhouses	70.7%	19.3%	3.0%	5.7%	1.3%
Dunnington	81.1%	4.1%	0.4%	11.1%	3.2%
Fulford	58.1%	24.9%	11.1%	3.7%	2.2%
Huntington	46.5%	33.7%	9.9%	5.4%	4.6%
Haxby	65.3%	21.7%	2.4%	6.6%	4.1%
New Earswick	72.8%	7.4%	12.1%	6.7%	1.0%
Poppleton	74.7%	8.2%	6.7%	3.5%	6.9%
Strensall	73.7%	18.0%	1.1%	4.0%	3.3%
<b>Grand Total</b>	<b>37.3%</b>	<b>31.7%</b>	<b>13.2%</b>	<b>11.8%</b>	<b>6.0%</b>

The following graph shows customers' current means of getting to the libraries:



### 4.3 Running costs of libraries

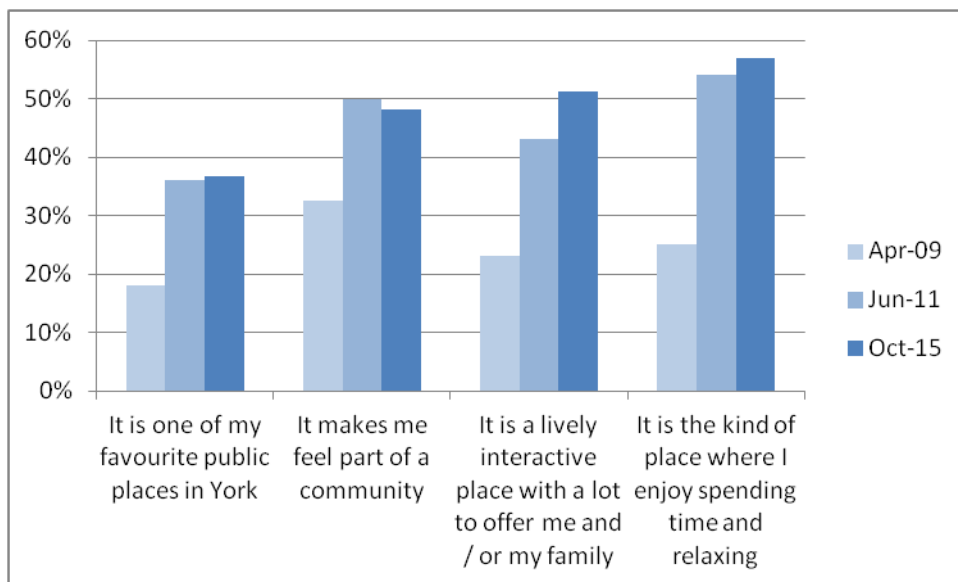
The following table shows indicative costs of individual branches, where costs can reasonably be apportioned out. Some costs such as stock and IT databases are considered full service costs and are not reflected here.

#### Indicative Cost Per Visit

	1718 visits	Cost per visit
Haxby	25,337	£3.44
Mobile	14,091	£3.19
Tang Hall	55,352	£2.03
Clifton	40,212	£1.79
Strensall	13,129	£1.77
York	426,440	£1.42
Acomb	109,785	£1.38
Huntington	25,734	£1.11
Dringhouses	22,924	£1.09
Copmanthorpe	23,164	£1.04
Poppleton	23,137	£0.96
Bishopthorpe	28,397	£0.77
New Earswick	24,544	£0.67
Dunnington	20,404	£0.53
Fulford	25,322	£0.40
Rowntree Park	93,253	£0.22

### 4.4 Perception of library spaces

The Council's residents' panel, Talkabout, has been used to survey residents about the main library, and this can be used to track perceptions over time:



The Public Library User Survey (PLUS) undertaken October 2016 surveyed 2,354 York library users across all branches. In this survey, the overall satisfaction was found to be 92.4% (very good + good), which was the same as ten years previously, and within 1% of the national average. The sub-strands within the survey where users reported the lowest satisfaction were “attractiveness of the buildings outside” (70%) and “computer facilities” (71%).

Free text comments indicate that customers value libraries as spaces:

*(Acomb) A lovely friendly place in a sometimes hostile world.*

*(York) I have 2 children and 1 is autistic, it is very hard to find a place he feel accepted and he feels comfortable in this library and it gives my son what he needs.*

*(Copmanthorpe) In moving from Kent to Yorkshire 2 years ago at the age of 90 I found the library a life saver. The welcoming and friendliness made all the difference in helping me settle*

*(York) Wonderful space to feel relaxed at a stressful time.*

*(York) I really love coming to the library . I use it often in my lunch break as a warm, comfortable, free and safe space to relax*

However, in the PLUS survey users also let us know that their enjoyment of the spaces is reduced when they are noisy, smelly, or intimidating, and there were some requests to improve the exteriors of the buildings, so there are mixed feelings about the quality of the current spaces. This reflects the age and condition of many of the community libraries. Condition surveys have shown that there are around £3m of repairing liabilities over the next 20 years. It will be essential to develop a buildings strategy that ensures we have premises that are more fit for purpose and which reduce this significant financial liability on the council.



Libraries offer a large range of activities where people come together, addressing social isolation and bringing people together across the community. In any given week, approximately 18,500 people visit York's libraries and reading cafés, and 750 specifically come to group events run by Explore such as reading groups, craft groups, coffee mornings, author events, talks, walks, health drop-ins, IT workshops, digital making, children's activities, storytimes and more.

In the October 2016 PLUS, 37% of customers told us that using the libraries had the positive outcome of "meeting people", which compares well with the 30% national average on this measure. Verbatim comments from both the survey and some ad hoc comments include:

*(Strensall) As a member of the HM forces the community library is a useful element to integrate into the local population*

*(Copmanthorpe) Hub of the community across the generations.*

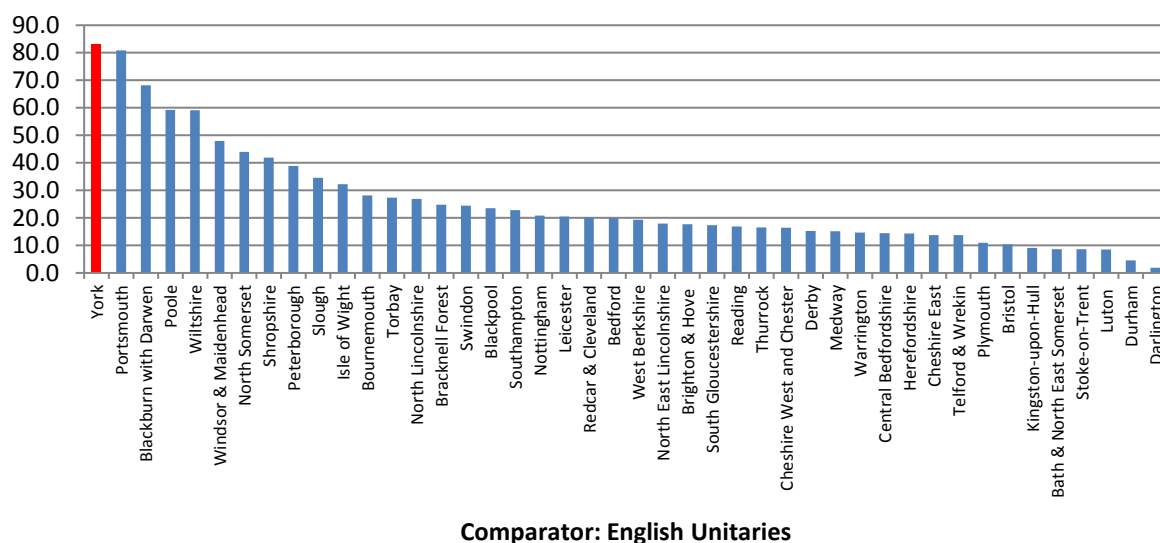
*(Poppleton) The library is a vital element in the life of the community and the only social interactive space for many elderly residents.*

*(New Earswick) I love my local library. I come regularly with my daughter and have made friends here.*

*(Dunnington) We have just moved to the village and my daughter is starting school after the school holidays. Coming to this children's event has enabled her to meet other children and has helped her to start feeling part of the community.*

## 4.5 Community involvement

**Volunteering:** York does not have volunteer-run libraries, but paid staff are supported by volunteers in many ways including storytime support, archives cataloguing, IT support, so our volunteering figures are still high compared to other authorities. The volunteer programme is expanding.

**Volunteer hours per 1,000 population** (source: CIPFAstats 1617)

As well as promoting community resilience and enabling the libraries to achieve more, other benefits of the volunteering programme for the volunteers include improvements to self-confidence, employability and social isolation. A volunteer who moved to Poppleton told us she found volunteering invaluable when she first moved to the village and didn't know anybody.

The volunteering programme has varying take up across the branches. Expressing volunteer hours as the average number of volunteers in the building at any time during opening hours makes the figures comparable. The figures below do not include people selecting books for the Home Library Service (HLS), whose volunteers are "freelance", and are volunteering for the HLS rather than for any individual branch.

<b>Volunteers per opening hour 1718</b>	
<b>York</b>	<b>2.1</b>
<b>Dunnington</b>	<b>1.8</b>
<b>Acomb</b>	<b>1.1</b>
<b>Copmanthorpe</b>	<b>0.9</b>
<b>Bishopthorpe</b>	<b>0.8</b>
<b>Fulford</b>	<b>0.8</b>
<b>Poppleton</b>	<b>0.8</b>
<b>Huntington</b>	<b>0.8</b>
<b>Dringhouses</b>	<b>0.8</b>
<b>Tang Hall</b>	<b>0.7</b>
<b>New Earswick</b>	<b>0.5</b>

Clifton	0.5
Strensall	0.4
Haxby	0.2
Mobile	0.1
Homestead Park	0.0
Rowntree Park	0.0

The volunteers programme has been successful but some branches towards the bottom of the chart have had problems with recruitment and retention of volunteers.

### **Friends Groups, Advisory Groups and Community Membership:**

Engaging people in shaping their own library service is fundamental to how Explore works as an organisation. There are Friends groups at:

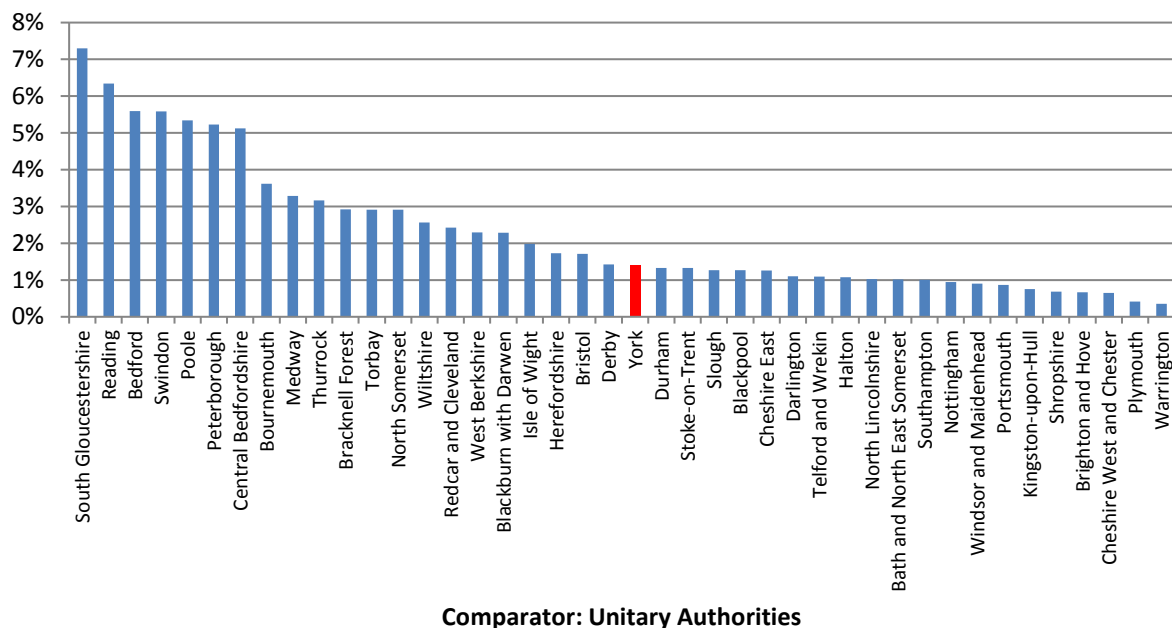
- Bishopthorpe Library
- Copmanthorpe Library
- Dringhouses Library
- Dunnington Library
- Haxby Library
- Huntington Library
- Poppleton Library

These are very hands-on, independent groups, who operate to a common constitution developed in agreement with Explore to support libraries with fund-raising, informing services, and running events. They are open to anybody who is interested in joining and contribute to an active citizenship agenda. There are plans to launch new friends groups at Clifton and Acomb within the next few months.

**Partnership Working:** Explore York currently works with numerous community groups, small charities, public bodies and other relevant partners supporting their initiatives and providing a place where they can communicate with residents. All libraries host drop-in sessions from relevant parties such as the Police, Ward Committees, council consultations and exhibitions, NHS Vale of York Clinical Commissioning Group, Citizens Advice etc. Explore also holds copies of documentation to support public consultations, for example on the local plan. From putting up a poster about a local event, to hosting a public meeting, Explore connects organisations with residents (and vice versa) in numerous ways.

**Home library service:** The scale of Explore's housebound service is small compared to its potential customer base. If we use the census figure for 'one-person households where one person has a long term illness or disability' as a proxy measure for the number of potential customers in each authority, the reach is only 1% which is below average but not bottom quartile. A project to expand the service in 2016 met with limited success. This is an area for improvement.

**Housebound customers as a proportion of potential customers in population**  
(using 'one person households where one person has a long term illness or disability' as proxy measure for potential customers) (source: CIPFAstats 1516 & census 2011)



**Other excluded groups:** Through work with partner organisations Explore offers services for a number of excluded or harder to reach groups. These include Adults and young people with Learning Disabilities, refugees and migrant workers, LGBT. For example, Explore hosts and facilitates an annual programme for International Day of Disability at York Explore.

#### 4.6 Book issues

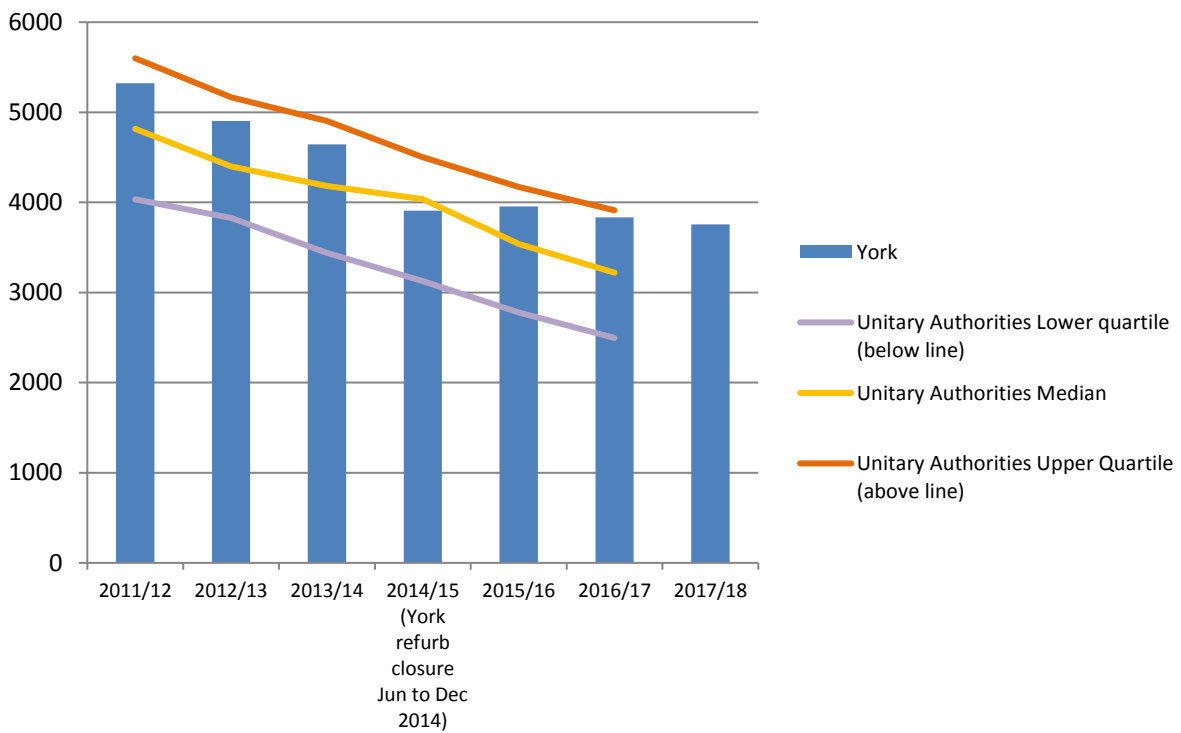
Compared to other English unitary authorities Explore's book issues are above average but not upper quartile. Of the various stock categories, only issues of adult non-fiction, e-books and e-audiobooks achieve upper quartile performance.

Looking at the trend nationally, it appears that Explore was following the national decline but has recently seen issues stabilise.

The success of the reading cafés does not make a significant contribution to book issues because, although they have lending collections. the books in reading cafés are primarily used for on-site reading.

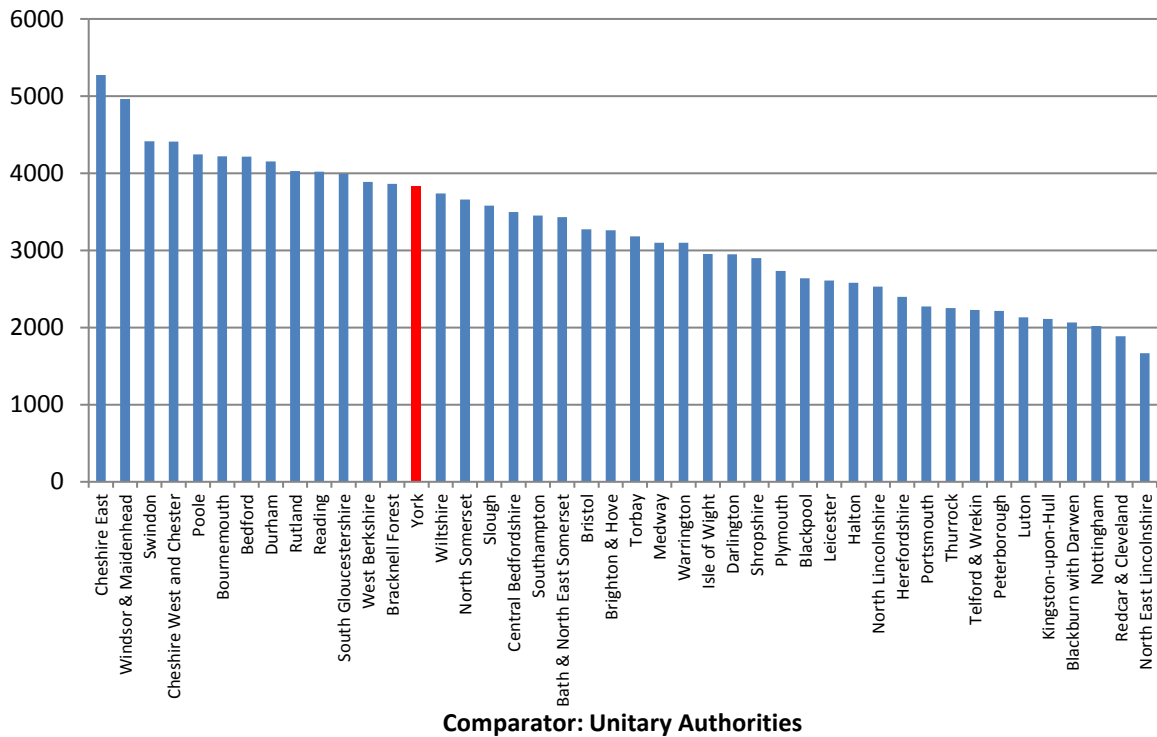
Book issues have been compiled using the CIPFA categories for books, audiobooks, ebooks & emagazines, but not non-book items such as toys, DVDs or CDs. The CIPFA definition of issues includes renewals.

**Book issues per thousand population (source: CIPFAstats)**

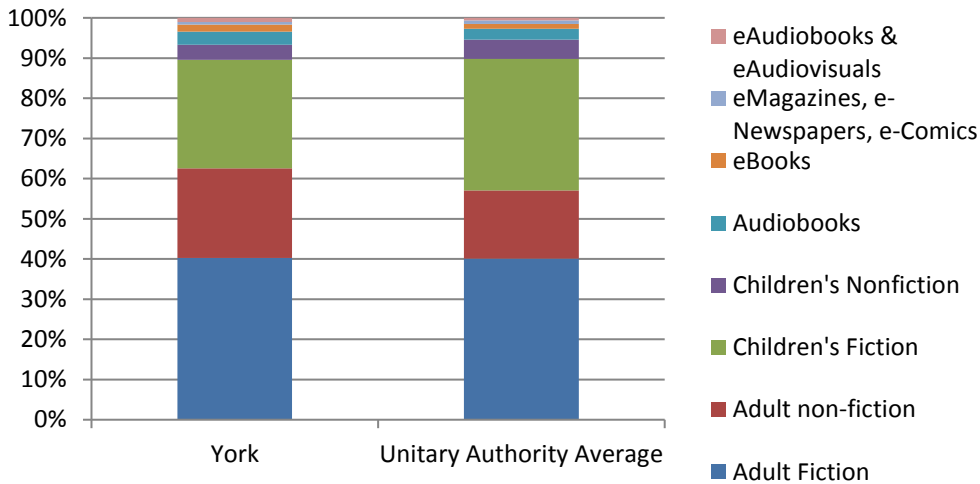




Book Issues per 100 population (source: CIPFAstats 1617)



Breakdown of book issues by type (source CIPFAstats 1617)

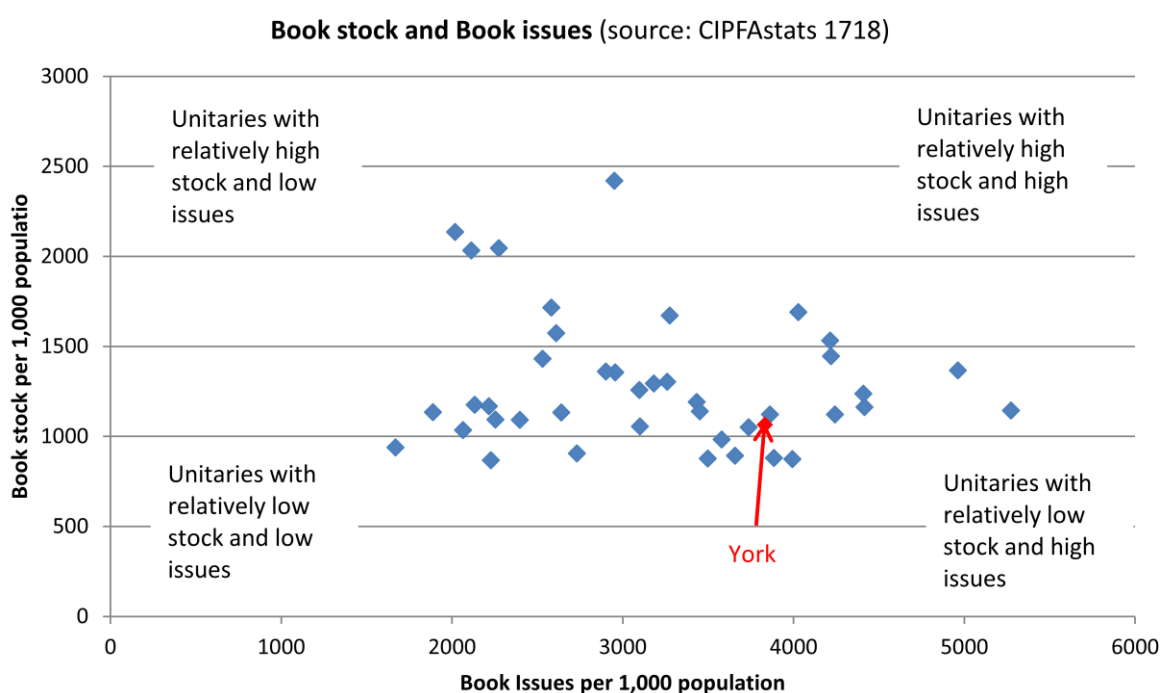


The breakdown of book issues is similar to the national picture, but with adult non-fiction making up more of the issues, and children’s item types making up less of the issues. That said, whilst children’s items make up a smaller proportion of York’s issues than they do at other unitary authorities (31% compared to 37%), this is still high when considered in the context of under 12s making up just 12% of the York population; that is, book issues are skewed towards children’s items at York, but less so than in other authorities.

Explore had 787,585 book issues in 17/18, and 788,861 total issues including non-book items (toys, language courses, CD-ROMs). This is an average of 2,160 issues per day.

## 4.7 Book stock

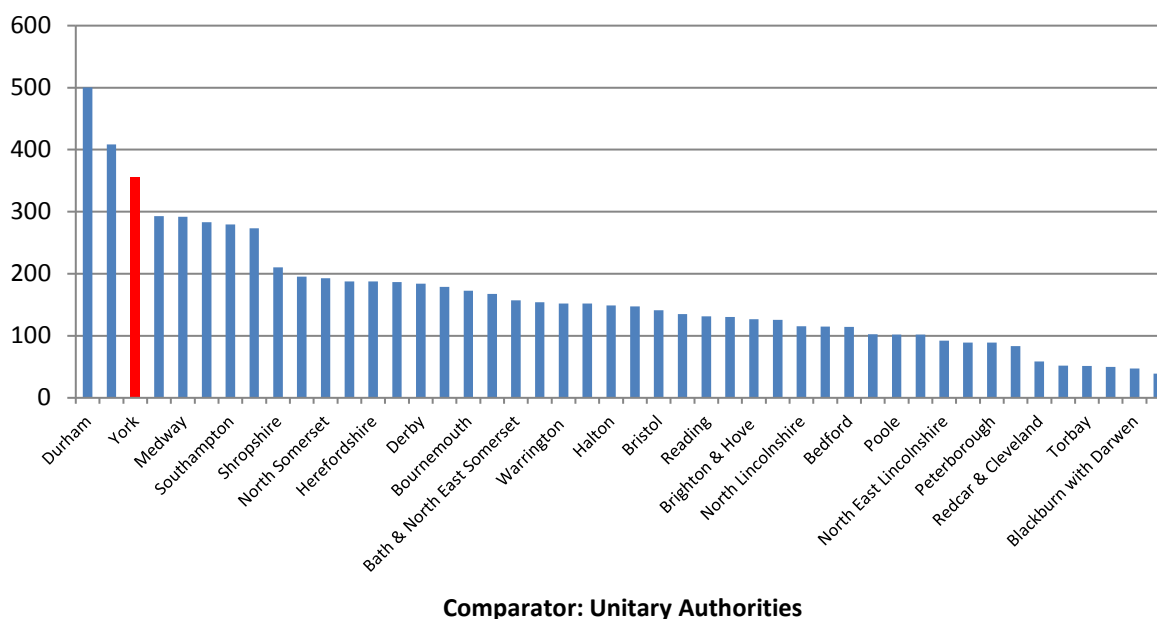
The service has a relatively small lending stock collection compared to other unitary authorities, given the population size. The small stock works hard to achieve above average issues. Explore lends books an average of 5.0 times per year, which is well into the hardest working quartile on this stock turn measure (number 42 of 45 authorities). There is no stock reserve at York: all lending stock is on open shelves.



A lot of the comments in the PLUS were about the quality of the bookstock (176 comments). Some were expressions of gratitude and others were more about voicing requests, but either way the volume of comments shows the strength of feeling about the quality of these basic resources. Comments tended to be requests for more of a particular book type or genre, or comments about the arrangement at specific branches, or asking us to rotate the books more frequently.

**Reservations:** Explore offers reservations for customers to choose books from across the catalogue for collection at their local branch at a charge of 25p. Explore receives 1,450 stock reservations per week.

Stock Requests per 1,000 population (source: CIPFAstats 1617)



The October 2016 user survey suggested that this service is very well received and exceeds customer expectations; although the survey did not specifically ask about the request service 30 compliments were received. Several people have commented that the reservation system makes their small community library seem “bigger”. Whilst Explore deals with a high number of requests, the supply times are not up to standard. On average, unitary authorities supply 61% of requests within 7 days, and Explore's figure of 48% is well into the bottom quartile on this measure which reflects that there is some work to do prioritise resources to ensure that core stock maintenance tasks are completed.

## 4.8 Engaging readers

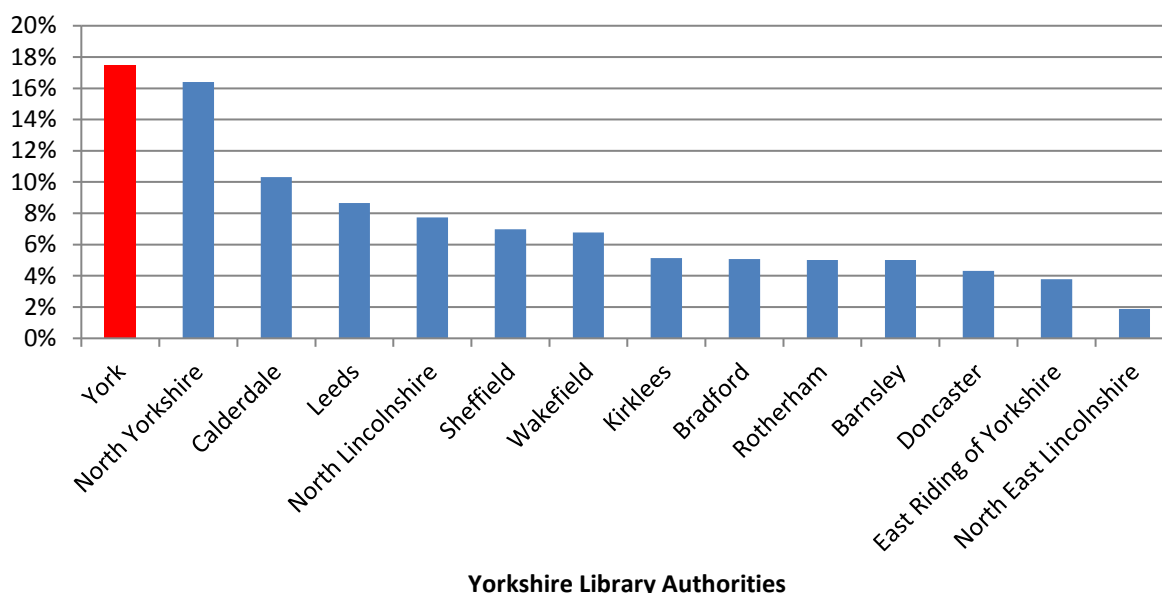
**Reading Groups:** Research has shown that belonging to a reading group helps people to read more, to enjoy reading more, to read more widely and to share their love of books with others. As a result, reading group members have said that they are happier, more confident, have made more friends and feel a part of their local community. There are currently 15 reading groups run by and in the libraries, and Explore supports 125 community-based reading groups through our collection of book sets which are available free for any reading groups to borrow.

**Children's literacy:** Explore contributes to children's literacy through various initiatives such as Bookstart book gifting scheme, story times, children's author events and book challenges, all based around sharing the joy of reading with the next generation. Explore does not run a schools library service but focuses specifically on promoting reading for

pleasure. All libraries offer story and/or rhyme times, and on average 180 under 5s per week attend, gaining benefits in terms of listening & concentrations skills, social skills, vocabulary and hopefully getting started with a love of books.

Explore comes top in the region in the annual Summer Reading Challenge, which is coordinated by The Reading Agency. The Challenge aims to counter the dip in children's literacy which can occur if they stop reading over the summer holidays. Regional figures are shown below, as the Reading Agency does not supply figures for unitary authorities.

**Summer Reading Challenge Participation 2017 as a % of resident children aged 4 to 12 (source: Reading Agency + ONS mid year population estimates 2015)**



The Summer Reading Challenge is very well received by teachers, parents and children alike. Teachers tell us that they can tell when children have kept up with their reading over the holiday. Parents report that children who have never been interested in reading get the reading bug when incentivised to read books for fun.

**Author events:** Explore offers a varied programme of reader engagement events across all libraries throughout the year. York Explore in the city centre has the capacity for an audience of 200 and regularly hosts events for high profile authors. Other libraries have varying capacities, but most can host a minimum of 40 which means events can be held away from the city centre, for example Dunnington Reading room adjoining Dunnington library can accommodate an audience of 130 and holds regular events with popular authors. The new libraries coming on stream at New Earswick and Burnholme will both

have access to halls of 200+ capacity. Explore's flagship programme is the Big City Read. Five thousand copies of the same title are given away and people in York are encouraged to read the book at the same time, share it, and participate in a two month programme of events and activities across the city to support their enjoyment and understanding of the book. The Big City Read encourages people to read more widely and more often and to engage with activities in their communities, it supports informal learning and creativity and combats social isolation, all of which contribute to improved health and wellbeing.

**Reading Ahead:** Reading Ahead is a Reading Agency programme which is delivered via public libraries. It is aimed at less confident adult readers and people who have not read for some time, e.g. since leaving school. Reading Ahead challenges people to read 6 books (or poems, magazine articles or web pages) over a period of time and offers incentives as each item is recorded in a reading diary. It has been shown to be a first step back to learning for some people and to encourage people to engage with their local libraries. Explore has run Reading Ahead in partnership with York Learning, Brunswick Nursery and the Blueberry Academy in the last year.

#### 4.9 Learning and skills

**Formal Learning:** Explore has a long-standing partnership with York Learning, including working closely on getting joint funding to develop the Explore Centres at Acomb and York into modern learning venues. York Learning offer courses at York Explore, Acomb, Tang Hall and Clifton on a range of subjects from functional skills to art. Number of Learners on York Learning courses in library venues August 2016 to July 2017:

- Acomb – 429
- Clifton – 286
- New Earswick - 12
- Tang Hall – 11
- York Explore – 439

York and Acomb have the largest number of rooms and the most modern facilities for learning. The figures for Tang Hall and Clifton could potentially be higher were additional rooms available. This will be improved when Tang Hall moves into the new Explore Centre at Burnholme in 2018.

In addition to courses run by York Learning, there are also courses run by the WEA and the University's Centre for Lifelong Learning. Explore



runs its own programme of digital skills courses which are covered in section 7.

**Informal Learning:** Libraries support informal learning in a huge range of ways. Informal learning might be learning how to crochet at a craft group; experiencing increased empathy for refugees from a well written novel; learning how to use online shopping at an internet workshop; using the quiet study space; researching the history of your local area; getting the information you need to try writing your own will; being inspired by a storytime to try out some silly accents when reading to your child; or it might be a hundred other things which happen week in week out libraries. Explore is an active member of York's Community Learning Partnership and hosts the York Adult Learner Awards in June every year.

**Job seeking:** The job centre refers residents to Explore if they do not have internet access or internet skills. Explore can help with teaching basic digital skills, or simply through the free internet access which is offered in all libraries. In a March 2015 PC user survey 21% of users said that they were mostly using Explore's PCs for job hunting, and for context there was a total of 93,850 user sessions on library PCs in 17/18. Other than the online skills element, Explore does not currently directly support job-seekers through job clubs, interview skills training, CV writing or other related workshops, although we have supported job-seekers with one-off workshops in the past. We did, for some time, provide weekly IT workshops for job seekers via a partnership with York Learning which has now been discontinued. Having begun providing support for Universal Credit claimants, we are now keen to extend our support for job seekers by providing regular workshops at our Explore centres. In the PLUS survey 10% of customers said that using the library had helped them with job seeking, which was low compared to the national figure of 15%.

**Personal Finance:** Books covering pensions, investments, tax and probate are popular in libraries, but events on this theme for a general audience have not had high take-up at Explore. In 2009, Explore attracted some external funding from Aviva to run a substantial series of financial capability workshops on subjects such as budgeting; however, these were not a big success as we learned that it is very difficult to attract people to workshops on budgeting. York Learning's Family Learning tutors support learners with this subject as part of the functional skills classes in York Explore. Citizens Advice York has run some drop-in sessions in libraries.

In July 2017, in partnership with the DWP and CYC, Explore began offering assisted digital support to new Universal Credit claimants, on a referral only basis.

#### 4.10 Health and wellbeing

York's libraries currently support wellbeing by providing safe spaces where people can enjoy all the mental health benefits of engaging with others, taking an active role in their community, reading and learning. In the PLUS survey 35% of customers said that using the library had helped them with their health & wellbeing, which is very similar to the national figure of 34%.

*(York) This library service has been vital in providing a safe/calm place to recover from depression.*

*(York) I love this library and come every day. I live alone with 'horrible voices' and coming here gives me a feeling of community, fulfilment and satisfaction. I can read the papers, go online and have the sense of being with others even when I'm at my worst and unable to connect as well. The size and design of the building alone imparts a sense of dignity and well being. I love that it is free for everyone not just the rich.*

*(New Earswick) I use the library to borrow audio books for my aunt [...]. She is housebound and her main enjoyment over the last 15 years has been your extensive supply of audiobooks.*

The service provides books on health and wellbeing as well as access to trusted websites to support people faced with conditions or illnesses. People who may not consider themselves to be sporty, sometimes find themselves attracted to the light physical activity offered in libraries such as health walks, volunteering the garden, or playing boccia. During July and August 2017 every library in York hosted a drop in consultation session with the NHS Vale of York Clinical Commissioning Group to support their community engagement agenda and allow them to collect feedback on health services in York. There may be scope for York's libraries to contribute more to a public health agenda, perhaps by lending devices or disseminating information, and there is scope for further work with the CCG. Libraries are known as safe neutral spaces, and some people may appreciate accessing health services in a familiar place.

**Books on prescription:** Reading Well Books on Prescription is a Reading Agency programme which is delivered in partnership with public libraries in the UK. Explore delivers Reading Well across all of its libraries aiming to help people manage their own health and wellbeing through reading specific books recommended by health experts. There are 4 themed collections covering mental wellbeing; dementia; young people's mental health and long term health conditions. The books can be borrowed free by anybody without referral, but GPs can also use a prescription to prescribe the books to their patients. It is difficult to determine how widely this happens as people can be given a prescription and simply go into a library and ask for the book. Currently the total number of issues for all 4 collections is 190 per month. Reading Well for Long Term Conditions was launched at the end of July 2017 along with a re-launch of the 3 existing collections. The NHS Vale of York Clinical Commissioning Group was very supportive of the scheme and the launch and has enabled Explore to open up a communication channel with York GPs. Explore has also made links in support of Reading Well from the York ME Community, Alzheimer's Society, York Rheumatoid Arthritis Support Group, Dementia Forward Healthwatch York, Yorwellbeing, Age UK York, Home Instead, The Motor Neurone Disease Association, York Carers Centre, York Blind & Partially Sighted Society and 30 Clarence Street. Work will continue to strengthen these links to increase use of the collection.

**Dementia:** Explore has joined the Dementia Awareness Alliance and signed up to the National Dementia Declaration, pledging a commitment to improve the experience of people with dementia who use our service. All staff have taken part in Dementia Friends training. Explore's ambition to be dementia friendly includes holding the Reading Well Dementia collection in every library, and holding a collection of the award-winning Memory Bank DVDs, which are a useful tool for reminiscence. Both facilities can be freely used without referral by any member of the public, but Explore have also approached specific target groups more directly, and have worked with the Dementia Awareness Alliance and Alzheimer's Society. York Explore works in partnership with Alzheimer's Society to run Reading in a Group for people with dementia and their carers. The group meets once a month to share favourite stories and poems, to read aloud and listen to others reading.

## 4.11 Children's services

**Schools:** All libraries have a relationship with their local schools. Classes come on visits to learn about libraries and to swap their books, and library staff go into school assemblies to promote initiatives like the Summer Reading Challenge. The relationship usually works very well, especially with Primary Schools and Explore have had good feedback from teachers about the impact of the partnerships. There is a small minority of schools who do not regularly engage with libraries at the present time, but they are kept up to date on all offers e.g. inviting them to come for a session at the library to collect BookTrust Time to Read packs for their reception children and have a story and look round the library.

Outside school, libraries support children's homework through providing internet access, information and some printing. Explore has run homework clubs in the past but these were withdrawn as part of budget savings.

**Bookstart:** Booktrust's Bookstart scheme delivers free books to babies and toddlers at two stages in their early years, via libraries, through Bookstart Baby Packs (working with Health Visitors) and Treasure Packs (where we work with nurseries and early years settings). The scheme aims to ensure that all babies start out in life with books and reading. Explore offer some high quality activities for parents of babies, particularly story times and baby days where partner organisations are invited in to run sessions in baby signing, baby massage, baby life-saving etc., but these activities are run from within library buildings rather than having a Bookstart Officer engaging hard-to-reach parents out in the community.

**Family activities:** Every week in libraries there are a huge range of activities for children and families including story times and children's reading clubs (at Acomb, Haxby, Tang Hall and York). All libraries are family friendly. During holiday times there are additional activities including author visits, craft events, minecraft, Lego, animation, digital making and more. Even when there is no specific event on, children's spaces in Explore libraries tend to be fun places where children can play with toys and do some drawing, as well as choosing and reading books. Explore aims to ensure that children learn to love libraries and reading at an early age, and have a space which is theirs. The children's offer garnered a lot of compliments in the PLUS survey, for example:

*(Copmanthorpe) The kids crafts have been a real hit with my daughter - who isn't a reader. Its been great to have her*

*surrounded by books - she will now wander around on her own just picking them up.*

*(Clifton) I have used this library from 5 years since my children were born. It has been invaluable for us in providing a place for the children to meet other children and for fostering a love of books and learning from an early age.*

*(Huntington) The library is a very important place for me as a registered childminder, it helps the children to learn, to do homework and explore and learn via books and computers.*

*(Poppleton) Great for our children. They love coming to the library for different books, challenges, activities and from our point of view it supports them educationally and is free! Thank you.*

*(Bishopthorpe) I mainly use the library for Storytime which is fabulous we really love coming and hope it continues indefinitely.*

Although the PLUS surveys only adults a large proportion of comments in 2016 were complimentary of children's services so these appear to be particularly important to users:

*(Copmanthorpe) The kids' crafts have been a real hit with my daughter - who isn't a reader. It's been great to have her surrounded by books - she will now wander around on her own just picking them up.*

*(Clifton) I have used this library from 5 years since my children were born. It has been invaluable for us in providing a place for the children to meet other children and for fostering a love of books and learning from an early age.*

*(Poppleton) Great for our children. They love coming to the library for different books, challenges, activities and from our point of view it supports them educationally and is free! Thank you.*

*(Tang Hall) Really good local service for our 2 children. It has really helped them with reading. They love coming along.*



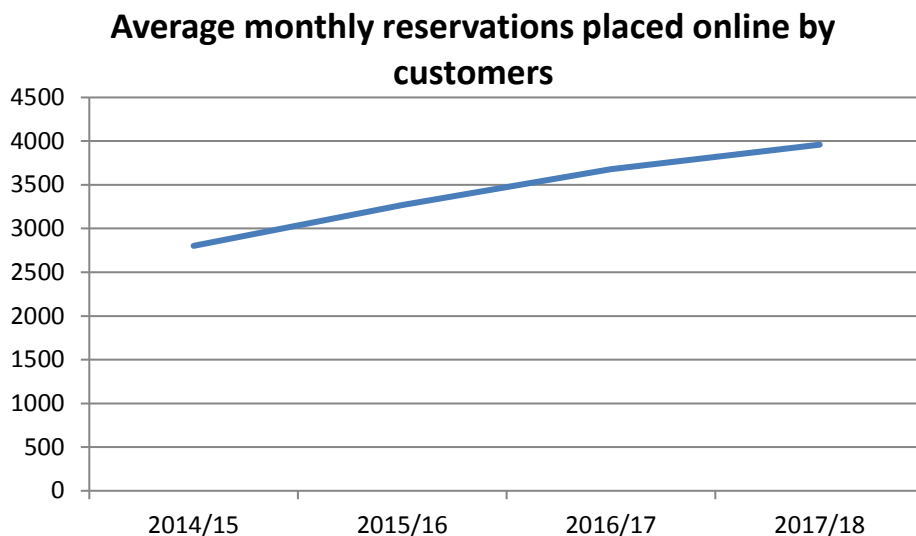
## 4.12 Digital

**Getting online:** Explore offers free sessions and courses to help people get to grips with computers and the internet. The most basic free offer is a one to one session looking at the basic functions of a computer, which is run by staff or volunteers at our larger libraries. Explore also runs a free five week taught course introducing people as a group to the internet which includes topics like internet safety and online health information. Aside from these regular free sessions, there are frequent one-off classes on subjects like cloud storage, twitter, minecraft, the basics of coding and more. Between all the free sessions, there are approximately 40 learners per month. Feedback from attendees has shown that York's free offer makes a big difference to people's lives. We've heard from people who have found our support helpful when starting up new businesses, supporting elderly relatives, building websites and promoting their groups and organisations via social media. One recent learner commented that he wanted to use social media to promote his pub and connect with other local services – he and his wife have attended sessions on Twitter, Facebook, Google Services and the Cloud in order to do this.

Aside from a free offer open to a general audience, Explore also reaches out to specific communities. Some of the Home Library Service volunteers have been given tablet computers via a partnership between Explore and Be Independent (who help people live independently at home by providing emergency care and specialist equipment) and who are actively supporting home library service customers with such aspects of IT as emailing, using the online library resources and Skype. Explore also works in partnership with Joseph Rowntree Housing Trust to support residents in a number of local communities with outreach learning opportunities. We host weekly "Digital Clinics" in New Earswick as well as monthly clinics in Huntington and Dunnington. These areas have large elderly communities and our digital drop-ins have proved very popular for mainly people in their 70s and 80s who need support with technology and online resources.

In the PLUS survey 28% of customers said that using the library had helped them with getting online, which was low compared to the national figure of 34%.

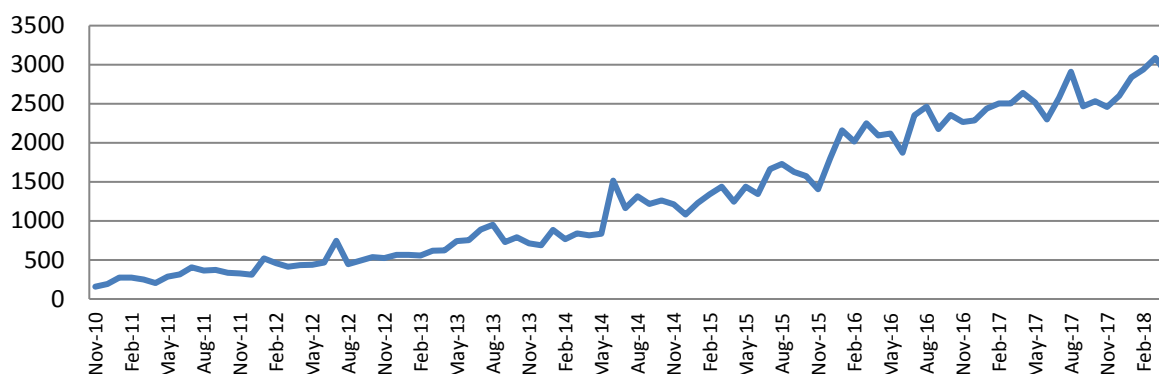
**Online Services:** Explore's online services are well-received, and tend to exceed expectations, but there is room for improvement. The library catalogue website offers residents the ability to place book reservations, renew their books, change their password, submit comments or suggest a book for purchase. The number of customers using these services is increasing, as below. However the website is still not optimised for mobile devices and people cannot update their own contact details or pay their fines online, although these developments should be in place by the end of 2018.



Explore has a principle of digital by default where possible and we see that a high proportion of routine library transactions are now self-service as opposed to staff-mediated: renewals 80%, and book issues 88%. This allows Explore to focus resources more efficiently and spend more time with customers in detailed enquiries. In addition to this, Explore is currently trialling self-payment and release of public printing and this is proving very popular.

There is a steady increase in customers downloading e-books, e-audiobook and e-magazines, which they can do from their homes. Explore was an early adopter of ebooks in 2010, and the service has been very well received, going down particularly well among customers who find it difficult or unappealing to visit a branch. Nationally the publishing industry has seen the appetite for purchasing e-books plateau or even fall compared to print books, but the increasing demand has not yet abated at York Libraries. That said, e-issues are only 5% of total issues at this stage.

Monthly e-issues including e-books, e-audiobook, e-magazines



As well as e-books, Explore also offers online access to reference resources such as encyclopaedias and academic journals. These resources have not been as successful as the e-books, and usage is fairly costly when expressed in terms of cost per use. Genealogy resources like Ancestry and Find My Past have a definite audience, but other resources can be harder to market. There is a challenge to win people over to using quality subscription resources from the library as opposed to their free counterparts (e.g. OED compared to dictionary.com or Britannica over wikipedia).

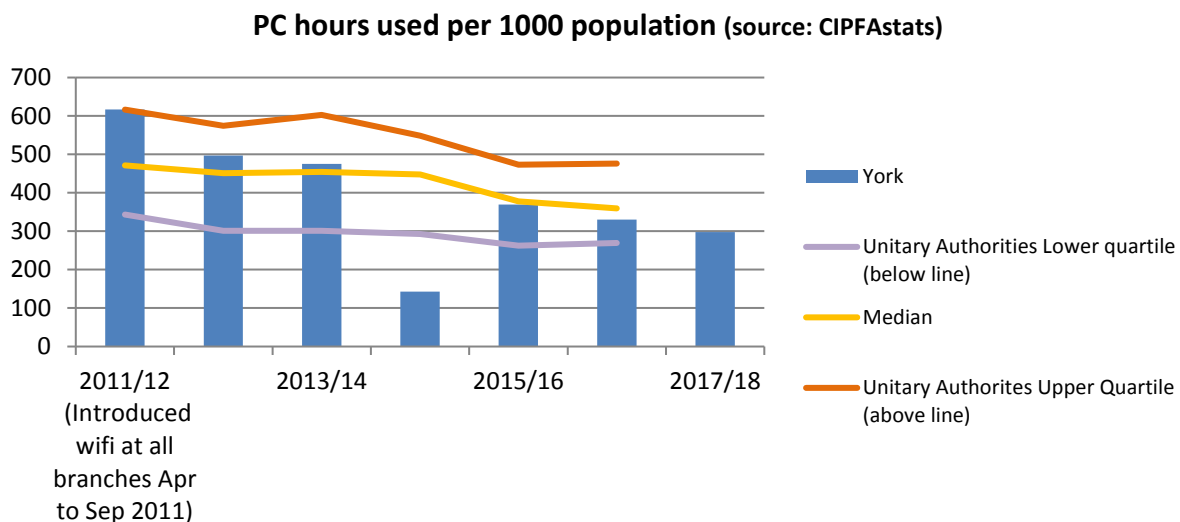
Explore uses social media regularly, and has 18,000 followers across all channels, but no more than 3,500 on any one account, which is low compared to other York organisations with dedicated social media staff, for example City of York Council has 37k on twitter alone.

Explore's main website is modern, having had a complete re-design in 2016, but with investment it could do more, and Explore is looking for ways to fund the development of an e-commerce platform which would enable national and international sales of archive images.

**Public Computers & Wifi:** PCs are available at all York's libraries, but usage is declining over time over and above the pace of the national decline. From an upper quartile position six years ago, the measure 'PC hours used per 1,000 population' has fallen dramatically. Compared to other unitary authorities, Explore's performance on this measure is below average. However, the extent to which this constitutes "poor" performance is debatable as it may largely reflect the preference for wifi, of which Explore was an early adopter in 2011.

The number of PCs has not been reduced in spite of falling usage, and PCs at a lot of branches are now vacant more often than they are in use. In 05/06 Explore's PCs were used 75% of their available time but, by 17/18, this figure has dropped to 37%. Regardless, there are some occasions when all PCs are in use, and some customers do still ask for

additional PCs. Explore has been reluctant to remove PCs because customer feedback has shown that they meet some significant needs.



The introduction of the wifi offer, which some customers use in preference to PCs, clearly accounts for a significant part of the decline in PC use. In a recent one-day sample, 11% of public network traffic was via wifi as opposed to the PCs.

Whilst the increase in home computing and the availability of wifi in Explore's branches are clearly related to the relatively low PC usage, customer feedback would suggest that quality also has an impact. Only 71% of users rated the computers "very good" or "good" in the October 2016 user satisfaction survey, which was one of the lowest areas of satisfaction in the survey, and lower than the national average of 77%. The oldest of the PCs are from 2007 so approaching 10 years old, and are due to be refreshed by the end of the current contract period.

## 5.0 The Consultation

### 5.1 Methodology

The council undertook a major consultation to inform this needs assessment which ran between 9 November 2017 and 14 February 2018. The approach taken was designed to ensure that the broadest reach was achieved, with a mixture of approaches taken supported by a communications plan using all forms of media.

**Online survey:** This was managed by the council's business intelligence unit and published on the consultation pages of the council's website. A proposed vision, together with background information, were

made available to view before completing the online survey. Paper copies of the survey were made available at all libraries.

**Non-user survey:** This was managed by QA Research and was delivered through an on-street survey. Various locations were used including the city centre and other shopping areas like Acomb, seeking individuals who had not used the library service in the past 12 months. If someone had used the service, they were directed to the online survey. This survey was conducted between 22 January and 3 February 2018.

**Stakeholder and focus group workshops:** These were independently facilitated by Andrews Associates. The brief for the stakeholder workshops was to facilitate discussion around each library against the vision. The focus group workshops were aimed at reaching a particular audience, such as young people who were unlikely to respond to a survey. A total of 20 sessions were facilitated, 16 around a local library and 4 focused around young people and adult learner groups, running from 12 December 2017 to 14 February 2018.

**Specialist interest groups:** Special interest groups were written to seeking feedback on the vision and offering an opportunity to meet face to face to discuss any specific needs.

**Council's budget consultation 2018/19:** This was managed by the council's business intelligence unit and published on the consultation pages of the council's website from 13 October to 15 December 2017. The survey included questions about future capital investment and future revenue funding for library services.

The following table shows the level of response.

<b>Consultation Method</b>	<b>Responses</b>
Online survey	1,329 (736 online, 593 paper)
Non-user survey	125
Stakeholder & focus groups	200
Specialist interest groups	2 groups
Budget consultation	828
<b>Total</b>	<b>2,484</b>



## 5.2 Key messages

The detailed feedback from each of the consultation strands can be found in Appendix 1. This section provides a summary of the key messages.

There was strong support for the council's proposed headline vision of a library service providing *'Centres of Learning and Opportunity for All'*.

Particularly important to respondents was that libraries are *'staffed by well trained staff with excellent customer focus'*. This was highlighted in the stakeholder sessions and in the online survey where 96% of responses rated it as important.

Next most important to respondents were, *'Accessible spaces: information will be easy to obtain, reading encouraged, research easy and learning natural'*, *'Open at times that reflect the needs of the community including late night and weekend opening where required'*, and *'Clearly signed, easy to see in and encouraging people to come in'*.

Even the two elements of the draft vision that were least endorsed were rated as important by 25% of respondents: *'Flexible spaces which can be used for other purposes when not being used for library services'* and *'Creative spaces that challenge your imagination and encourage the sharing of knowledge and ideas'*.

Furthermore, where respondents were asked in the survey about money saving ideas, they frequently commented on the importance of using library spaces to generate income.

**Future priorities for services:** With regard to people's top priorities for the different types of library, the top answers were the same for all libraries: Borrowing books, reading and studying space, local information, events, computers. There was just one exception which was that archives and local history was also a priority for York Explore.

Non-users indicated that the top three things that would encourage them to come to a library in the future was: a reading café on site, better information about services, and more events and activities.

**Future network of libraries:** The key finding here is that almost everyone from the stakeholder and focus group sessions saw the local library providing an important community hub. There were strong aspirations to enhance this hub role through improvements to library buildings and facilities. The perceived role of the community hub varied depending on local needs, but in general there was strong recognition of

the key role that the local library provides in a broader context of social inclusion, providing a neutral place to meet people and to engage in activities including relating to learning and literacy.

**Co-location:** There was support for a vision of moving away from stand-alone buildings and recognition of the need for partnerships to create services co-located with other community amenities.

With respect to location, over 50% of respondents in the online survey said they would be most likely to combine a visit to the library with a trip to the shops, the post office or the bank suggesting that prominent high street locations remain the most suitable for libraries.

**Young People:** Three focus groups with young people found that young people like having flexible space for sessions such as lego or story-time and that this works best at the larger libraries such as Acomb and York which have rooms off the main library space. Cafés were also highlighted as important enabling young people to meet up with friends. In terms of what they want to see in the future, especially as teenagers, the importance of technology and things they don't have at home such as 3D printers was stressed. A desire was expressed to see more clubs such as coding clubs.

Three cross-cutting themes emerged particularly strongly across the consultation strands that can help to strengthen the vision for future services:

- **Community involvement** – There was strong support for a 'bottom up' approach where the local communities have a voice and involvement in libraries through the Friends Groups or volunteering. The online survey also highlighted that 1 in 4 respondents would volunteer to carry out basic tasks, like shelving, whilst 1 in 5 said they would join a friends group, help make local decisions and help out with events.
- **Marketing and promotion** – There were numerous comments about a lack of awareness of the services and activities provided by libraries and the need for more marketing activity. The non-user survey also highlighted the need to know more about what is on offer as a solution to encourage people to use libraries in the future. (This was the second highest answer).
- **Reading Cafés** – 40% of responses from the non-user survey felt that a reading café would be the single most important element in encouraging them to visit a library. The stakeholder groups and online survey also confirmed the importance of cafés in libraries,

especially for the parents of the younger users, in generating library usage / growth and facilitating social interaction.

## 6.0 A New Vision

This assessment of need has attempted to draw out the key strategic needs in York that will shape the future of library services in the city over the next contract period. It points up the contribution that library services can make particularly in:

- Creating resilient communities
- Making high quality spaces available to communities
- Promoting inclusion
- Making a significant contribution to learning and skills
- Promoting health and wellbeing
- Providing high quality information, advice and guidance
- Delivering a cultural offer

It has painted a picture of the current service that is generally successful, providing a wide range of innovative services and good value for money.

It has drawn out the key messages that the public have told us through consultation about what they wish to see in the future.

All this material will need to be reflected in the specification for the next contract period. It suggests:

- Building on success
- Continuing to develop library services to address the strategic needs outlined above
- Continuing to improve and develop the network of buildings to address the current issues and meet future needs and expectations

In order to encapsulate this and to provide a foundation for the new approach the following vision statement is set out:

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

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

And they will:

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

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

- The latest digital technologies
- Flexible spaces for formal and informal learning
- Study space and creative spaces
- A range of learning programmes
- Digital inclusion programmes to get people online for free

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

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

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

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

- A broad range of library, learning and information facilities
- Space for adult learning courses and encounters
- Reading café
- Cultural and community arts activities
- Space for multiple community use / hires
- Access to archive and local history resources

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

**Explore Gateways:** Offered in a variety of venues, preferably with café facilities, these libraries should be co-located with other community activities where possible, with local communities invited to be involved in their operation. They will remain a key part of the statutory service and the library provider will continue to ensure that they are staffed and stocked with books, materials and information.

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

**Reading Cafés:** These are a different type of library service encouraging the joy of reading especially for those who may feel uncomfortable in a more traditional library.

## Appendices

1. Consultation report for each consultation method
2. Library pen profiles



## Key requirements for the library contract

### The Vision

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

- Fit-for-purpose, contemporary spaces meeting the needs of everyone
- Fully accessible, with information easy to obtain, reading encouraged, research easy and learning natural
- Outward looking, linking with the community and drawing people in to foster a sense of place
- Open at times that reflect the needs of the community including late night and weekend opening where required
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And they will:

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- Proactively promote their activities and services making sure that the whole community is aware of the offer

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## The network of library buildings

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- Café
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**Reading Cafés:** These are a different type of library service encouraging the joy of reading especially for those who may feel uncomfortable in a more traditional library.

## General

The provider will work to and maintain values based on the Ethical principles of librarianship produced by the Chartered Institute of Library and Information Professionals (CILIP):

- Considering the public good, including respect for diversity, equal opportunities and human rights
- Equitable treatment of all information users
- Impartiality and avoidance of inappropriate bias in acquiring and evaluating information and in mediating it to other information users
- Promoting straightforward, impartial and objective access to information
- Providing the best possible customer service within available resources
- Respecting users' confidentiality and privacy
- Providing users with inclusive, safe and welcoming places, online and offline
- Working with other individuals, groups and organisations to achieve better outcomes for users
- Maintaining and improving personal professional knowledge, skills and competences
- Conserving, preserving and sharing information in all formats, respecting its integrity and the intellectual efforts of its creators

## The Core Offers

Description of service	What the Provider must deliver
	<p>The service will comprise the following “offers”:</p> <ul style="list-style-type: none"> <li>• Spaces and Places</li> <li>• Reading</li> <li>• Information</li> <li>• Digital</li> <li>• Health and social care</li> <li>• Learning and skills</li> <li>• Culture</li> <li>• Archives and local history</li> <li>• Promoting inclusion</li> </ul>
<p>The Spaces &amp; Places Offer</p>	<p>The Provider will provide the range of staffed libraries as set out in the vision. As a minimum this will comprise:</p> <ul style="list-style-type: none"> <li>• York Explore</li> <li>• Acomb, Burnholme and Clifton Library Learning Centres</li> <li>• 11 Explore Gateways / Reading Cafés</li> <li>• A mobile service</li> </ul> <p>These will be:</p> <ul style="list-style-type: none"> <li>• Fit-for-purpose and fully accessible, meeting the needs of everyone</li> <li>• Outward looking, linking with the community and drawing people in to foster a sense of place</li> <li>• Open at times that reflect the needs of the community including late night and weekend opening where</li> </ul>

	<p>required</p> <ul style="list-style-type: none"> <li>• Transparent and visible from the outside, clearly signed and encouraging people to come in</li> <li>• Staffed by well trained staff with excellent customer focus</li> <li>• Maximise use through partnership working, innovative programming and community involvement</li> </ul>
The Reading Offer:	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Provide free access to book stock to browse and borrow in a variety of formats for all ages and to meet the expressed needs and interests of users</li> <li>• Operate a stock policy that reflects the community’s requirements, promotes the stock, and provides the widest range of material within the resources available</li> <li>• Make available an interactive catalogue</li> <li>• Provide access to the national book collection through inter library loan</li> <li>• Promote the joy of reading through a range of lively activities, shared reading programmes, promotions and events</li> <li>• Provide events that support and develop a community of readers and connect readers to other readers</li> <li>• Promote reading for children and young people, working with schools and early years settings</li> <li>• Support literacy development at all ages</li> <li>• Operate a home library service to bring materials to individuals unable to access the library buildings</li> </ul>
The Information Offer:	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Make available information from all sources, which has been researched by information professionals, giving a high level of quality assurance to the user</li> <li>• Provide expert staff, trained in reference work</li> <li>• Provide impartial reference and information allowing people to make informed decisions</li> <li>• Ensure that staff and volunteers continually develop their skills to provide the help people need to access information and services online</li> <li>• Support access to national resource platforms e.g. Information4living.</li> </ul>



	<ul style="list-style-type: none"> <li>• Provide community information at each library site</li> <li>• Provide access to local and family history resources</li> <li>• Information on jobs and careers as well as job search workshops in partnership with York Learning Services</li> <li>• Work with the Council's benefits team to deliver information on the range of and changes to benefits</li> <li>• Provide expert help accessing rights, democracy and citizenship information</li> <li>• Provide expert help accessing Gov.uk, york.gov.uk and other national and local government websites</li> <li>• Promote 'Live Well York' as the 'go to' website for the city for building health and wellbeing contributing to the comprehensive on-line community directory</li> </ul>
The Digital Offer:	<p>The Provider will provide:</p> <ul style="list-style-type: none"> <li>• Free access to the Internet for every resident</li> <li>• Free WiFi in every library</li> <li>• Clear and accessible online information about library services</li> <li>• A range of online reference sources</li> <li>• A good range of e-books</li> <li>• Free help to get online and support once you are online</li> <li>• Targeted work to identify users' digital skills and provide practical assistance to raise skill levels and to access particular digital systems and applications from which they might otherwise be excluded</li> <li>• Surgeries to try out new technology such as tablets, e-readers etc.</li> <li>• Mediated help online</li> <li>• Staff trained to help customers access digital information</li> <li>• Ability for customers to join online</li> <li>• Ability to be contacted online/via email for answers to customer enquiries</li> <li>• 24/7 access to services through a virtual library presence</li> <li>• Ability to reserve &amp; renew items remotely via an online catalogue</li> </ul>

<p>The Learning and Skills Offer:</p>	<p>The Provider will provide:</p> <ul style="list-style-type: none"> <li>• Free resources for study and learning, including online resources and courses, text books and reference books</li> <li>• Study/learning spaces for children, young people and adults within the library service</li> <li>• Information about a range of free and low cost learning opportunities local to you, such as courses and study groups</li> <li>• Opportunities for people to explore and be creative, including workshops, regular groups and/or special events for children, young people and families</li> <li>• Places where communities and individuals can develop and share ideas and learn together</li> <li>• Support the defined offer from York Learning</li> </ul> <p>Libraries are particularly important in supporting the learning needs of children and young people as well as supporting schools and the curriculum. Key areas are:</p> <ul style="list-style-type: none"> <li>• Encouraging and supporting school visits</li> <li>• Supporting children’s homework through providing internet access, information and printing</li> <li>• Following the demise of school library services, providing a service to schools in bulk purchasing of guided reading books</li> <li>• Bookstart schemes delivering free books to babies and toddlers</li> <li>• Activities for children and families including story times and children’s reading clubs</li> </ul>
<p>The Culture Offer:</p>	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Offer a high quality and diverse cultural experience across libraries through an accessible programme of cultural activities and events based on a wider range of cultural experiences</li> <li>• Collaborate with arts and culture organisations to reach local communities and groups of people who do not usually participate in the arts.</li> <li>• Ensure that children, young people and their families are able to take part in a wide range of cultural experiences</li> <li>• Partner with the professional and emerging arts sector to co-create cultural programmes and projects and empower artists, friends’ groups and other organisations to lead on cultural events and activities</li> </ul>

	<ul style="list-style-type: none"> <li>• Create cultural volunteering opportunities</li> <li>• Commission experimenting, proto-typing, piloting and ‘trying things out’</li> </ul>
<p>The Health and Social Care Offer:</p>	<p>The Provider will deliver:</p> <ul style="list-style-type: none"> <li>• A network of local hubs offering non-clinical community space where people can access free, impartial information and advice</li> <li>• Community outreach supporting vulnerable people such as a home library service, and books on prescription</li> <li>• Assisted on-line access to a range of websites by staff who are expert in mediated searches and able to locate information and online resources appropriate for the customer need and to facilitate and enable digital literacy</li> <li>• Self-help, independent library resources including impartial health information to support people in making independent life decisions</li> <li>• Health and care information services through partnership with agencies such as Age UK, Macmillan to signpost customers</li> <li>• Help to ensure that York has a mental health friendly environment as well as a dementia-friendly environment</li> <li>• Help to reduce inequalities in outcomes for particular groups, including those living in the poorer wards and vulnerable groups, offering a range of support to help residents make good choices about their own health and wellbeing, promoting the benefits of healthy lifestyles, helping people to access the services to help them to help themselves</li> <li>• Help to celebrate the role that older people play in making York a special place, helping people to remain independent for longer, supporting the vital contribution of York’s carers, and getting involved in social prescribing</li> <li>• Public health promotion activity working with the public health team</li> <li>• Social and recreational reading opportunities like reading groups</li> <li>• Volunteering and community engagement activities</li> </ul>
<p>The Archives and Local History Offer:</p>	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Manage the collections to best practice standards for storage and care of Archives as per British Standard PD5454:2012, the standard for Archives Accreditation Operate and The National Archives’ standard for record repositories and in accordance with the terms of the Archives and Local History Collections Policy</li> </ul>

- Ensure that the collections are catalogued and documented to international standards, undertaking initiatives to address the backlog in items requiring cataloguing
- Select and acquire new collections and Archives material in line with the approved Archives and Local History Collections Policy and in accordance with best practice guidance on the management of Deposited Public Records as issued from time to time by the National Archives
- Maintain free hands-on public access to the Collections
- Support Council officers and Public Records creators to maximise the use of their records to support efficiency and workflows
- Promote the Collections in order to maximise public use
- Develop and maintain partnerships with local community groups to increase the use of the collections throughout the city
- Work with education providers to increase formal learning opportunities using the Collections
- Provide volunteer opportunities that preserve and share the Collections
- Create opportunities for diverse communities to engage informally with the Collections in ways that are meaningful to them, including online
- Raise funds through income generation and through pursuing external funding applications in order to support the conservation of the Collections, to promote access to, the use of, and active participation in the development of the Collections
- Fulfil any commitment or conditions made to an external funding body or project partner contracted by the previous provider or their predecessors
- Maintain the Archives as a National Archives Approved repository for legally-protected Public Records and Manorial Documents
- Increase the proportion of the Collections which are available online
- Obtain Accredited Archives Service status within two years and maintain it
- Fulfil the Council's duties within the relevant legislative framework, including:
  - Law of Property Act, 1924
  - Tithe Act, 1936
  - Public Records Acts, 1958 and 1967
  - Local Government (Records) Act, 1962

	<p>Local Government Act, 1972          Local Government (Access to Information) Act, 1985          Data Protection Act, 1998          Freedom of Information Act, 2000          Re-use of Public Sector Information Regulations 2005          Any subsequent relevant legislation or regulations</p> <ul style="list-style-type: none"> <li>• Ensure qualified specialist staff are employed at levels adequate to fulfil the requirements of this Agreement.</li> <li>• Provide free of charge professional advice to the Council on the most efficient and effective discharge of the Council’s obligations towards its Collections under s224 of the Local Government Act 1972</li> <li>• Conserve the Collections at its own expense and take such suitable advice and steps as seem fit and appropriate to protect and care for them in order to meet the requirements of the National Archives Accreditation Scheme (and if there is any dispute or disagreement between the parties about whether the requirements under the clause are met, the parties shall seek the opinion of an authorised representative of the National Archives Accreditation Scheme and follow the Dispute Resolution Procedure</li> <li>• Identify the Council as the owner or custodian of the Collections by labelling it in any collections management documentation relating to the Collections or by such other means (as far as it is possible to do so)</li> <li>• Support local democracy and accountability by identifying and preserving the key original and digital records of York’s local government through best practice professional records management</li> <li>• Maintain an advisory group of representatives from the city’s key stakeholder groups and the Council, with terms of reference to be agreed with the Council, and which will meet regularly to advise the service provider on the operation and future development of the Archives service</li> <li>• Administer the “Start-up” Fund in order to develop the income-generating potential of the archives</li> </ul>
<p>Promoting Inclusion</p>	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Encourage networks and promote awareness of services and opportunities</li> <li>• Share practical examples of good practice and support within communities</li> <li>• Support and promote initiatives which encourage financial resilience through effective budgeting practices and income maximisation</li> </ul>



	<ul style="list-style-type: none"> <li>• Collate and promote the Jobs and Skills offer in each local community</li> <li>• Connect professionals to networks and resources</li> <li>• Support key individuals within the local community who can influence and support community development</li> <li>• Seek out volunteers to support particular projects and offer opportunities to gain valuable experience</li> <li>• Refer individuals to appropriate programmes to support their development</li> <li>• Support and promote local events such as jobs fairs</li> <li>• Offer information and signposting to those with aspirations around starting their own business</li> <li>• Support local volunteering, encouraging good practice in identifying roles, recruiting, developing and retaining volunteers</li> </ul>
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<b>Outcomes</b>	
a.	<p>Stronger, more resilient communities, evidenced by:</p> <ul style="list-style-type: none"> <li>• Libraries are acknowledged and celebrated as a vital part of community life, promoting independence and resilience</li> <li>• The profile of local library users reflects the makeup of their community</li> <li>• Libraries are recognised for leading and supporting activities that help to build understanding between different generations and cultures within the local community</li> <li>• Local people are aware of the information and services available via the library and are choosing to use them</li> <li>• Libraries provide a first choice channel for the Council to provide access to a range of public information and services</li> <li>• A widening range of volunteer roles within the service to support paid staff</li> <li>• Active participation of libraries in the city's <i>People Helping People</i> initiative or successor volunteering strategies increases volunteering across the city</li> <li>• Partnerships with organisations such as with the Royal Voluntary Service to deliver the Home Library Service increases the range of services</li> <li>• Residents increasingly supported to engage in planning, priority setting and problem solving generally in their communities</li> </ul>

through partnership working with the Council's ward members and officer teams

- Residents developing skills that increase self-sufficiency, reducing demand on public services
- Partnerships developed with other local providers to identify local need and develop appropriate solutions
- Residents accessing life-critical information
- Spaces in libraries being used by the Council and other agencies to engage with and consult communities both online and face to face

b. Increased investment in and championing of innovation, evidenced by:

- Seeking out national and international models of excellence and innovation, promoting innovation through case studies, and implementing ideas in York where appropriate.
- Innovative approaches to the preservation of and public access to the archives and local history collections through the "Gateway to History" and the "City Making History" projects including
- Attracting external funding to invest in innovation
- Partnerships with the Council's ICT service to deliver innovative approaches to the use of new technology

c. "Co-production": the active involvement of residents in decisions and service redesign of Explore's services to meet local needs, evidenced by:

- Friends groups and advisory groups which will be open to everyone of all ages
- Workshops designed to include everyone and actively encouraging people from disadvantaged communities to take part which will build capacity through topics such as "how to be a board member"
- Development of an advisory group for younger age groups
- Regular consultation with children and young people undertaken across the City

d. Inspiring learning available for all, evidenced by:

- Partnership with York Learning to support their delivery of a range of programmes in skills development and to prepare people for work
- Explore's active membership of the York Community Learning Trust
- Management of the Learning Network, planning developments with York Learning
- Delivery of a range of learning programmes such as family and local history, reading, IT

- Delivery of a digital inclusion learning programme that will get people online for free. All of our sites are UK Online Centres
- Information literacy programmes delivered
- All libraries offering a range of reading/literacy programmes and activities with an increase in the number of children, young people, adults and families participating (both as readers and volunteers) and, as a result, increased reading for pleasure
- Stronger partnerships between public libraries and local schools

e. Good relations between different communities living in York, evidenced by:

- Opportunities and events to celebrate diversity, book displays and lectures
- The building of York's multiple collective identities and memories by working with local people to identify and preserve the key records of all cultures and communities in the city

f. Everyone is helped to achieve their full potential, evidenced by:

- People recognise the role libraries have played in helping them to achieve their goals
- People would recommend the library as a beneficial place to go to for lifelong learning support and access to resources and materials
- Education providers, such as schools and adult education organisations, want to partner with library services to provide extended support (such as homework clubs, ESOL support, class visits, and a range of opportunities for NEETs, adults with learning disabilities and people recovering from mental health)
- Through library support, people have more positive perceptions of their ability to participate in, engage with, and function in, today's information society
- New employment opportunities for residents including apprenticeships, employment support and employee assistance programmes

g. Greater prosperity, evidenced by:

- Support for the Council's financial inclusion strategy
- People recognise that libraries can provide high-quality advice to help them to start up a business
- Businesses recognise that libraries can provide high-quality advice to help them to grow
- People recognise libraries provide high-quality advice on access to employment, budgeting skills, and job seeking support
- People recognise the benefits of building skills through volunteering opportunities in the library

h. Healthier and happier lives, evidenced by:

- Libraries are perceived as important partners for achieving improved health outcomes in communities by Public Health England, NHS providers, local health bodies, clinical commissioning groups, Sustainability and Transformation Plan Committees, and other health and wellbeing commissioners and providers
- People perceive themselves to have improved wellbeing as a result of participating in library activities
- People who are housebound, or who have dementia or autism, and their carers feel more connected and supported to manage in the community, and maintain their independence and wellbeing as a result of their contact with libraries
- Library users are enabled to look after their health, participate in shared decision-making with healthcare professionals, and are more health literate

i. Increased customer satisfaction with the service, evidenced by:

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

j. Cultural and creative enrichment, evidenced by:

- More people (children and adults) having access to cultural experiences and events through libraries (especially from disadvantaged backgrounds)
- People reporting that they see libraries as local creative hubs where exploration, experimentation, pursuing of cultural interests, and making are encouraged
- Libraries are seen as active partners with professional and amateur cultural and arts organisations to provide cultural experiences and activities within libraries

k. Improved levels of digital literacy, evidenced by:

- People being able to get online easily and are supported (where necessary) to complete online activities of their choice
- Users understand and make more informed decisions about their safety and security, and use of their personal data online as a result of library activities
- People perceive public libraries as being places they can go to co-create and share expertise using cutting edge technology, for example, through maker spaces
- High quality 24/7 online access, seamlessly integrated with physical aspects of public library services, available through a



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**Executive****21 June 2018**

Report of the Corporate Director of Health, Housing and Adult Social Care  
Portfolio of the Executive Member for Adult Social Care and Health

**Transfer of Be Independent into the direct management of the City of York Council****Summary**

1. Following discussions between Officers and the board of Be Independent, an agreement has been reached in principle to return the Service to the management of the Council on a proposal that is acceptable to both parties which secures future service delivery.
2. Officers have held lengthy discussions with Be Independent and as a result, it is proposed the Service comes back into the management of Health, Housing & Adult Social Care which will ensure continuity of service for customers and the staff currently providing the service. The services provided are an integral part of the Directorate's prevention approach enabling people to remain independent in their own homes.
3. This report highlights the implications of the Council taking on the management of the Service(s) and seeks the agreement of the Executive to progress and finalise the transfer back to the City of York Council.
4. If the Executive were to agree the recommendations within this report it is proposed to transfer the service back into the management of the Council by the 1<sup>st</sup> August 2018 or sooner if feasible.
5. Officers will be working with the Board of Be Independent to develop a joint implementation plan for the transfer and will be consulting with all interested parties including the trades unions as the plan is developed.

## Recommendations

6. The Executive is asked to:
  - a) Agree the transfer of Be Independent into the direct management of the City of York Council.
  - b) Agree the transfer of all assets and liabilities from Be Independent to the City of York Council and agree the staff transfer under TUPE as detailed within this report.
  - c) Note that following the transfer, a review of the service will take place to ensure that the service is sustainable.

### Reason:

Taking this approach will ensure continuity of service for customers and staff providing the service and will mitigate any risks to customers who currently receive services from Be Independent.

## Background

7. The Council has entered into the final year of a five year contract with Be Independent (BI) as the provider of the Council's community alarm and equipment service. Previously provided in-house, the service was externalised and the Council supported the establishment of a social enterprise in the form of a Community Interest Company (CIC) to deliver the service. A CIC was chosen as it had the flexibility to offer staff ownership in the form of membership of the enterprise, and provided regulation which meant the assets associated with running the business could not be sold but would be "locked" to the provision of that service.
8. The organisation is an independent company and is not solely reliant on the Council for its income, the service provides for both subsidised customers through its Council contract, but also people on a private basis. As their primary contract and main customer is the City of York Council it would be difficult to operate a service solely for one of the groups.
9. The original service spun out with approx 2,878 customers split between 1,422 paying and 1,456 subsidised customers. The last quarterly monitoring from Be Independent in 2017/18 reported that 2,448 customers were using the service: 1,296 paying customers and 1,152

subsidised. The original business plan was based on private customer numbers increasing annually between 2015/16 and 2018/19 by 5%, 6%, 7% and 8% respectively.

10. The rationale for setting up a Be Independent as a Community Interest Company was supported by a business plan with an expectation that the numbers of people using the service would increase and as a result generate significant income to offset the cost of operation. However, the original business plan has not been delivered in line with expectations. Despite a range of marketing efforts, Be Independent have not been able to increase the take up with more customers and generate additional income, in fact the opposite as the overall numbers using the service have slightly reduced. They have also tried but have been unsuccessful in winning new contracts which has had a negative impact on their financial viability. On this basis, and as already stated, it has been agreed that it would therefore make sense for the service to transfer back in-house as the council are able to use its economies of scale and integrate the service with other council services to deliver greater efficiency and ensure the future stability of service provision.
11. During this period Be Independent lost the contract with the NHS to provide equipment services in the Vale of York which contributed to a significant loss of income.
12. Be Independent delivers approximately 4,500 items of equipment every quarter. Be Independent also provides an alarm response service in the Council's Independent Living Schemes (operated by Housing colleagues) and also signpost calls to the out of hours Housing repairs service.
13. Health, Housing & Adult Social Care were finalising a review of the service model for telecare, community alarms and equipment which was due to report to Members in May 2018. It was the intention to go out to procurement in July/August but Be Independent approached the Council stating the company faced difficulties; as a result the proposed procurement will not be proceeding. Following these discussions, officers have undertaken a form of due diligence on Be Independent to understand the implications of bringing the service back in house and to ensure that any risks are identified and managed as part of any proposed transfer to the Council.
14. Be Independent has advised the loss in contracts and reduced numbers has led to their income being less than current operating costs. In the

short term they are using their surplus / reserves, but obviously this isn't financial sustainable in the longer term, hence the agreed plan to transfer the service back to the Council. This will enable the service to benefit from economies of scale and CYC infrastructure to reduce their operational costs.

15. The contract Be Independent has with Adult Social Care has been extensively monitored during the four years of its operation. The difficulties in delivering the growth within the original business plan have been acknowledged during this period. Unfortunately Be Independent has been unable to sustain any significant business growth and this has led to the operational deficits.
16. No undue concerns have been identified by officers through the due-diligence that has been undertaken and a summary of the findings are detailed below

### **Finance**

17. Be Independent provided the Council with a variety of information early in the new year demonstrating that the company was projecting future financial difficulties. Finance staff from both organisations and the Chief Executive of Be Independent jointly produced an agreed financial statement that showed the company forecast a loss of £167k in 2017/18 with £64k in reserves to cover deficit. There will be an issue as to how this loss is dealt should the business be returned to the Council as the organisation's main creditor is CYC in relation to the payroll support we provide.
18. They also provided a cash flow forecast which showed them operating continuously in overdraft from approx May 2018 onwards. Several options were proposed to ease this cash flow situation but were rejected in March as unrealistic. There were a few options put forward which appeared feasible to turn their underlying financial position from loss to profit but none of these has since materialised.
19. Finance staff met again in late April 2018 to understand what financial risk CYC would need to mitigate if the Service came back in house.
20. We estimate that should Be Independent return to the Council's management it would be running at a loss of £95k per annum. This assumes that the existing staffing cohort will transfer back in its entirety and provides for those due increments. It also includes assumptions

around possible future access to pay awards and makes provision for any vacancies currently held by Be Independent.

21. Be Independent also has budgets set aside for legal and professional fees and depreciation. Assuming the service returns to the council some of these provisions will no longer be required, and the budget for legal and professional fees has been reduced by £40k with the expectation that CYC's in house services will provide this support as part of our existing departmental agreements and the depreciation budget of £21k has been removed as it would not be needed.
22. The business would need to be stabilised so some short term funding may need to be found in 2018/19 prior to an in-depth review of the service once it is in house to establish future direction e.g. there is a break clause in the rental lease of their current premises in March 2019 which may afford an opportunity to consider a move to alternative premises.
23. The Directorate's assessment is that the current loss can be turned around by integrating certain aspects of the current Be Independent business with Council's services.

### **Human Resources**

24. Be Independent has confirmed that whilst the company undertake work for five other small organisations, the primary contract and main customer is with City of York Council. As a result the staff group (with a headcount of 49 (WTE 41)) is organised in such a way that the majority of their activities link to City of York Council's contract and SLA. As it is envisaged that the activities would remain fundamentally the same, should a decision be taken to bring the service back in house, then this is likely to be considered a relevant transfer.
25. This means that the Transfer of undertakings Protection of Employment regulations 2006 TUPE as amended by the collective redundancies and transfer of undertakings (Protection of Employment), (Amendment) Regulations 2016 would apply and provides those employees assigned to the entity with certain employment protections. The employment rights and liabilities that would transfer from Be Independent to City of York Council are:
  - Contracts of employment (with the exception of pensions)
  - Collective agreements in force at the time of the transfer;

- Continuity of employment;
- Accrued entitlements
- Liabilities for the outgoing employers acts and omissions;
- The right not to be dismissed for reasons of the transfers;
- Union recognition.

26. The majority of Be Independent's employees remain on the same terms and conditions of employment as per council staff with 69% of their staff already in the North Yorkshire Pension Fund through admitted body status.
27. Based on the information we have been provided with by Be Independent, providing TUPE is applied correctly, any risk from an HR perspective should be minimal.

### **Consultation**

28. Should a decision be taken to bring the service back in house both Be Independent and the Council have a duty to inform and consult representatives of staff affected by the transfer (which includes CYC employees). This duty includes confirming any measures that the council envisages in relation to those employees arising from the transfer.
29. The Council and Be Independent have agreed that all communication should be joint. Be Independent has contacted users of their services to re-assure them that a return to the management of the Council would not impact on the services they receive.
30. UNISON has held meetings with staff from Be Independent to discuss the proposals and listen to any concerns that have been expressed.

### **Options**

31. Several options have been considered but none afford the same security to maintain existing service provision and ensure stability for customers and support staff. This must be seen alongside the pressing timeline for any decisions due to the financial viability of the organisation. A return to the management of the Council is the only available option that can be delivered within the timescale that is available.
32. A brief summary of the options that were considered is included below;



- Re-procurement of Council Contracts – this was due to take place later this year but it would take approximately 6 months to undertake and would only relate to Council contracts and not the overall Be Independent service.
- Increased financial support – the Council would need to provide this pending a re-procurement taking place in order for the existing organisation to remain viable.
- Administration – If the option proposed within this report is not accepted, Be Independent would enter administration and customers currently in receipt of vital services would be placed at risk of no provision. The Council would also have to ensure continuity of service. Providing equipment and responding to customers falling is a critical component of the preventative approach adopted by CYC and is key to limiting demand for formal ongoing social care. In an insolvency situation the Be Independent employees would also face redundancy and whilst this is a complicated area of law, the likelihood, given the terms of the contract it is likely that the Council would have to pay any redundancy costs.
- Terminate contract and cease service provision – services provided are an integral part of the Council's preventative approach and such a decision would place approx 2,500 customers at risk of no service.

## **Analysis**

33. Given the presenting factors, it is felt that the only realistic option available to the Council is to recommend that the service returns to the Council and the direct management of Health, Housing & Adult Social Care.
34. Officers view the services provided as an integral part of the Directorate's contribution to both a wider commitment to a prevention approach, and enabling more people to remain independent in their own homes. As such the services provided play a key role in supporting better outcomes for individuals and managing demand across the wider system.
35. It is felt that an agreement between City of York Council and Be independent to transfer the service would be the best way forward in

maintaining the service for current customers, vulnerable local people and promoting continued stability for the staff.

## Council Plan

36. The proposals to be considered within this report are in line with the three key corporate priorities as set out in the Council's Plan 2015-19, a prosperous City for all, a focus on Frontline Services and a Council that listens to residents.

## Implications

### Financial

37. Financial implications are detailed within paragraphs 17-22 of this report, below is a breakdown of the estimated business income and expenditure likely to transfer:

<b>Income:</b>	<b>£000</b>
CYC contract – equipment and response	1,136
CYC contract – Landlord response	86
Private customer response	568
Equipment Sales	401
Other income	27
<b>Total Income</b>	<b>2,218</b>
<b>Expenditure:</b>	
Direct purchases	519
Direct wages	880
Director's remuneration	273
Pension costs	202
Overheads	215
IT and telecommunications	159
Rent	75
<b>Total expenditure</b>	<b>2,313</b>
<b>Deficit</b>	<b>95</b>

38. There will need to be a review undertaken of the current business model on its return to the Council including fees, premises, vehicles and structure and consideration will need to be given as to how the deficit on transfer will be managed.
39. The outstanding debt owed to Be Independent by private customers will be transferred to the Council. They currently have £21k of debt over 1

year old and some of this may need to be written off if it cannot be recovered.

40. It is estimated that should Be Independent return to the Council's management it would be running at a loss of £95k per annum.

### **Legal**

41. A variety of corporate and commercial considerations should be considered if the Be Independent service is transferred back in-house. Many of these considerations relate to corporate matters, the expertise and capacity which the Council currently lacks. The Council will need to understand any company law requirements to which it must adhere to bring a CIC back in-house over and above Be Independent's own responsibilities. In particular the legal requirements with regards a potentially insolvent CIC where assets to be brought back in-house may be undervalued. Although the currently favoured scenario anticipates taking the entire business, a legal opinion from a corporate specialist would be helpful in relation to whether that is the best option i.e. does the Council simply take the commercial contracts back in-house and TUPE the staff across, or does it take the entire business of Be Independent including branding/assets/leases etc.
42. Legal advisors will need to look at the transfer of the business that Be Independent currently carries out for non-Council clients and whether the terms of the contracts allow an automatic transfer of the contracts to the Council, or whether negotiations need to take place with the current customers.
43. There are numerous employment/TUPE/pension considerations, which have been considered internally by the Council's HR and legal services team to date, due to the staffing issues set out above. Further work will be required to ensure that the service transfers back in-house smoothly.
44. If the entire organisation of Be Independent comes back in-house there will be lease considerations in relation to its premises in terms of whether the lease is terminated or novated.
45. Due to the complexity of the legal work required and the limited capacity within legal services at present, it was decided by legal services that this work needed to be sent out to external solicitors. Legal services have appointed an appropriate provider from the legal framework that the Council is a member of and has instructed external solicitors.

### **Equalities**

46. If Members were to agree the recommendations within this report, customers should not experience any changes to their service over the transfer period so it is not felt there will be any equalities issues although this will be kept under review. If we do not secure the future provision, clearly vulnerable, and largely Older People will be disadvantaged and left at risk, and potentially some may then seek more institutional care.

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

47. Human Resources implications are detailed within paragraphs 24-27 of this report.

### **Crime and Disorder**

48. There are no crime and disorder implications

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

49. There are no Information Technology implications

### **Property**

50. There are no Property implications

### **Other**

51. There are no other known implications at this stage.

### **Risk Management**

52. Any risks identified will be kept under review and will be pro-actively managed. If the option proposed within this report is not accepted, the organisation would enter administration and customers currently in receipt of vital services would be placed at risk. The Council would also have to ensure continuity of service.

**Contact Details**

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**City of York Council**

**Report**  
**Approved**

6/6/18

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

Steve Tait (Health, Housing & Adult Social Care Finance)  
Kay Crabtree (Human Resources)  
Victoria Wasinski (Legal Services)  
Peter Cairns (Legal Services)

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

**All**

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

**Annexes**

None

**Background Papers:**

None

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**Executive****21 June 2018**

Report of the Director of Customer and Corporate Support Services  
(Deputy Chief Executive)

Portfolio of the Leader of the Council

**Capital Programme Outturn 2017/18 and Revisions to the 2018/19 –  
2022/23 Programme****Report Summary**

1. The purpose of this report is to set out the capital programme outturn position including any under or over spends, overall funding of the programme and an update as to the impact on future years of the programme.
2. The report shows an outturn of £70.809m compared to an approved budget of £88.586m, an overall variation of £17.777m.
3. The net variation of -£17.777m is made up as follows:
  - Requests to re-profile budgets of a net -£20.514m of schemes from 2017/18 to future years (currently approved budgets in the capital programme but requires moving to or from future years in line with a changing timetable of delivery for individual schemes)
  - Adjustments to schemes increasing expenditure by a net £2.767m. £1.9m of this relates to an increase of the James House budget to reflect the updated budget as agreed by Members at Executive in March 2019.
4. The level of re profiling reflects the scale of the capital Programme, and in particular that it contains a number of major and complex projects. The overall capital Programme continues to operate within budget, due to careful management of expenditure against the budget.

5. The main areas of re-profiling included within the £20.544m include:
- £3.092m – James House (*Paragraph 27*)
  - £2.312m – Shared Ownership Scheme (*Paragraph 29*)
  - £1.504m – York Central (*Paragraph 42*)
  - £1.066m – Guildhall
  - £2.435m – Community Stadium (*Paragraph 64*)
  - £748k – DfE Maintenance
  - £663k – Older Persons Accommodation
  - £508k – LCR Revolving Investment Fund

### **Recommendations**

6. The Executive is requested to
- Note the 2017/18 capital outturn position of £70.809m and approve the requests for re-profiling totalling £20.544m from the 2017/18 programme to future years.
  - Note the adjustments to schemes increasing expenditure in 2017/18 by a net £2.767m
  - Note the adjustments to schemes increasing expenditure in future years totalling £27.235m in 2018/19
  - Agree to retain the unspent balance on West Offices for any future major repairs
  - Agree to bring forward £1m of funding from 2019/20 to 2018/19 for Highway repairs as set out at paragraph 28.
  - Recommend to Full Council the restated 2018/19 to 2022/23 programme of £302.185m as summarised in Table 3 and detailed in Annex A
7. Reason: to enable the effective management and monitoring of the Council's capital programme

### **Consultation**

8. The capital programme was developed under the Capital Budget process and agreed by Council on 23 February 2017. Whilst the capital programme as a whole is not consulted on, the individual scheme proposals and associated capital receipt sales do follow a consultation process with local Councillors and residents in the locality of the individual schemes.

## Summary of Key Issues

9. Table 1 below shows the total variances for individual departments along with requests for re-profiling.

Department	Para Ref	Approved Budget £m	Revisions to Approved Budget (re-profile) £m	Revised Budget £m	2017/18 Outturn £m	Net increase/ (decrease) in expenditure (All externally funded) £m
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
				<b>(1) + (2)</b>		<b>(4) - (3)</b>
Children, Education & Communities		5.965	<b>(1.558)</b>	4.407	<b>4.495</b>	<b>0.088</b>
Health, Housing & Adult Social Care – Adult Social Care		6.038	<b>(759)</b>	5.279	<b>5.301</b>	<b>0.022</b>
Health, Housing & Adult Social Care – Housing & Community Safety		25.758	<b>(6.499)</b>	19.259	<b>21.599</b>	<b>2.340</b>
Economy & Place – Transport, Highways & Environment		19.084	<b>(3.645)</b>	15.439	<b>15.447</b>	<b>0.008</b>
Economy & Place – Regeneration & Asset Management		20.505	<b>(4.122)</b>	16.383	<b>16.399</b>	<b>0.016</b>
Community Stadium		7.284	<b>(2.435)</b>	4.849	<b>4.849</b>	<b>0.000</b>
Corporate Schemes		2.142	<b>(0.882)</b>	1.260	<b>1.533</b>	<b>0.293</b>
IT Development Plan		1.810	<b>(0.644)</b>	1.166	<b>1.166</b>	<b>0.000</b>
<b>Total</b>		<b>88.586</b>	<b>(20.544)</b>	<b>68.042</b>	<b>70.809</b>	<b>2.767</b>

**Table 1 – Summary of capital outturn by department**

10. The variations of £2.767m as set out in table 1 are funded by corresponding changes in the use of Government grants, S106 funds, the Major Repairs Grant and Commuted Sums. The following paragraphs set out the main variances and the requirements for re-

profiling above £100k. All other variations below £100k are shown in the accompanying annex. All the explanations are based on movement against the approved monitor 3 position.

### **Children, Education & Communities**

11. Capital Expenditure within the Children, Education & Communities service area totalled £4.495m in 2017/18.
12. Total capital expenditure on DfE Maintenance schemes and Schools Electricity supply upgrade totalled £1.5m in 2017/18. This expenditure funded a number of significant repairs at Maintained schools across the city including major refurbishment carried out at Dringhouses Primary School. This consisted of a full kitchen refurbishment, an electrical rewiring of the school, and the first phase of a major re-roofing programme. Significant re-roofing works were also carried out at Carr Junior and Ralph Butterfield Primary Schools, and York High School. Naburn and Ralph Butterfield Primaries both had boilers replaced, and significant pipework renewal was carried out at Westfield Primary.
13. The Basic Need Scheme has a capital outturn position of £990k in 2017/18. This has funded various works including the provision of Portacabins at Acomb Primary School to support the increased number of pupils at a cost of £302k, plus additional works at Carr Infants and Lord Deramores. A contribution to Huntington Primary Academy of £76k was also made to support their expansion plans.
14. A capital grant of £800k was provided to York Museums Trust to develop its visitor facilities and products across its sites in order to further develop its income streams and reduce its future reliance on Council revenue support. A further capital grant of £200k was provided to enable the Trust to develop a major capital refurbishment scheme as part of the initial development phase, taking the scheme to funding application stage.
15. Ventilation and Electrical works within schools have totalled £220k in 2017/18. Kitchen ventilation works have been carried out at Archbishop of York Junior, Bishopthorpe Infants and Headlands and Lakeside Primaries. Electrical works were carried out at Ruforth and Woodthorpe Primaries.

16. The Fulford School expansion scheme which delivered the major expansion and investment at the school, including kitchen and dining room refurbishments and some re-roofing works is now complete with only minor payments outstanding

### **Health, Housing & Adult Social Care – Adult Social Care**

17. Capital Expenditure within the Adult Social Care service area totalled £5.301m in 2017/18.
18. Expenditure of £4.525m on the Older Persons Accommodation has led to a number of outcomes during the year. Following demolition of redundant classrooms and re-routing of services in the last financial year, works started on site in June 2017 to refurbish and redevelop the old school hall to create a community facility, which will accommodate Tang Hall library and reading cafe, Burnholme Nursery, Tang Hall SMART and York Community Church. The whole will be managed by Explore who will also handle bookings of the wide range of meeting rooms and activity spaces which can be used on a sessional basis by community groups as well as Council-commissioned activities for adults (previously at Burton Stone).
19. The works, which also include the creation of a new access road, which will open the wider site, are scheduled to be completed in early May, with the building opening to the public on 26th May, ready for the half-term holidays. Cash flow profiling has had to be amended during the project, to take account of additional enabling works in relation to surface water attenuation infrastructure, which will ensure that future developments further into the site will not need to re-design any piping or ducting within the adoptable access road

### **Health, Housing & Adult Social Care – Housing & Community Safety**

20. Capital Expenditure on schemes within the Housing & Community Safety service area totalled £21.599m in 2017/18.
21. The Local Authority Homes Phase 1 scheme has a capital outturn position of £639k in 2017/18. The 8 new two bedroom flats have been completed at Fenwick Street and are fully occupied. The final release of retention payments have been made for Hewley Avenue & the Lindsey House site totalling £58k. The scheme requires funds of £89k to be transferred in to 2018/19.

22. Planning applications for revised schemes of 5 bungalows at Newbury Avenue & 5 houses at Chaloners Road will be heard early in 2018/19. Both schemes are scheduled for a start on site in the summer with completions in May & June 2020 respectively.
23. A further £20m provision has been provided in 2018/19 to support new housing schemes, two properties have been purchased to increase the housing stock, as such this scheme requires funds of £268k to be transferred from 2018/19.
24. Construction of the 27 home extension to Glen Lodge Extra Care facility in Heworth was completed in October 2017 below budget. Funds of £438k will be transferred into 18-19 to allow for the accounts to be finalised and any under spend will be returned to the HRA investment fund.
25. Subject to planning consent works to extend older people's independent living accommodation at Marjorie Waite Court (33 homes) and Lincoln Court (11 homes) will commence in 2018/19. The Marjorie Waite Court scheme requires £226k budget transferring in to 2018/19.
26. At the 15<sup>th</sup> March 2018 Executive meeting Members recommended approved and additional £1.4m of capital investment to deliver new apartments and enhanced community facilities for Lincoln Court in order to meet the need for additional older persons accommodation in York. £1.3m has therefore been added to the Capital Programme in 2018/19 with a further £100k to be funded from the existing OPA budget as agreed in the Executive report.
27. James House was purchased in April 2017 to provide a replacement of temporary homeless accommodation currently provided at Ordnance Lane, Crombie House and Holgate Road. In March 2018 work started on site for the conversion to 57 flats and 159 bed spaces with completion due in January 2019. This project has secured £2.85m Homes England grant funding, and the budget was increased to £12.4m at Executive on 15 March 2018. Following the increase in the budget and small under spend in 2017/18, £3.092m is required to be transferred to 2018/19.
28. The launch of the council's Shared Ownership programme has had a slow start due to the unique structure of the scheme, where most



purchases of homes will be customer-led on the second hand market and developing policy and procedures as this is something new for CYC. Only 2 homes have been purchased so far with a further seven due to complete in April/May. Homes England are supporting this project with total funding of £2.76m which equates to £42.5k per property. The scheme requires funds of £2.312m transferring in to 2018/19 for future property purchases.

29. The Disabled Facilities Grant (DFG) scheme has seen expenditure totalling £1.799m in 2017/18 which has seen a total of 222 grants completed, an increase of nearly 30% on the previous year, with the time to complete the work reducing by an average of 26 days to 196.
30. The falls prevention programme which is part of the DFG, was well received by over 170 residents in 2017/18 and the service has been shortlisted for an award for the best partnering service. It will be expanded to cover 5 wards of the city in 2018/19. The DFG scheme requires funds of £417k to be transferred in to 2018/19 to complete this ongoing work.
31. Customer satisfaction within the Assistance to Older & Disabled People Scheme remained high with 100% of customers advising that the adaptations had enabled them to remain in their own homes.
32. The Modernisation of Local Authority Homes Scheme has total capital expenditure of £2.42m in 2017/18 which has resulted in work during the year on major damp works, upgrading of external door entry systems to flats, asbestos removals and structural repairs to deck access walkway. The programme over spent by £342k due to the increasing costs of the damp project, this will be funded from the major repairs reserve.
33. The Major Repairs Scheme has incurred total capital expenditure of £6.751m in 2017/18, an over spend of £82k due to the increase in capacity to complete roofing works ahead of schedule, this will be funded from the major repairs reserve.
34. The Tenants Choice programme within the Major Repairs scheme has seen 155 properties have their kitchens, bathrooms and wiring updated through the year. Whilst this is lower than forecast, a significant number of customers were unable to complete the refurbishments due to ill health or had already completed the works

themselves. Of the works completed 89% of the customers were satisfied with the works completed

35. A further 637 installations of new energy efficient boilers and central heating systems have been completed throughout 2017/18 and two new air source heat pumps have been installed in previously electrically heated properties. The planned roof programme saw 43 blocks of flats re-roofed and 395 external doors were replaced.
36. There are a number of requests to re-profile budget to future years within Housing & Community Safety Capital Programme totalling £6.766m and an increase in expenditure of £704k of which £436k will be funded from the major repairs reserve and £268k from the Housing Investment fund.

### **Economy & Place – Transport, Highways & Environment**

37. Capital Expenditure on various schemes within Transport, Highways & Environment totalled £15.447m in 2017/18.
38. Works within the Highways Resurfacing & Reconstruction scheme and Highway, Footway & Cycleway improvement schemes have progressed with combined total expenditure of £3.642m in 2017/18. h 35 resurfacing schemes have been delivered in year including: Clarence Street; Usher Lane; Moorlands Road; and Heworth Road.
39. This equates to a total area of 48,322 square metres of the maintenance carriageways resurfaced. We have also surface dressed 65,000 square metres have also been surface dressed along with 32,867 metre squared of footway schemes.
40. Harewood Whin Transfer station had an outturn position of £1.002m in 17/18. This expenditure related to a request from Yorwaste that shareholders provide a loan of £5,000,000 to cashflow their enhanced capital programme split as per the shareholding ratio (77%NYCC and 23% CYC). The largest investment in the York area being the construction of the new Transfer Station at Harewood Whin. The CYC loan was provided in June and the transfer station is now operational
41. The Local Transport Plan has a capital outturn position of £3.174m in 2017/18 with progress being made on various sub schemes. The upgrade of traffic signals at six locations was completed in 17/18, and

work was ongoing at Lendal Arch Gyrotory and Hull Road (Black Bull) traffic signals at the end of March. The upgrade work has included improvements to footways and carriageway resurfacing where required. Additional schemes were brought forward to be progressed in 17/18 due to the additional funding available from the NPIF grant, and to allow the improvements to the pedestrian crossing at Thanet Road to be done with a planned safety scheme at the same location.

42. The new section of link road between Layerthorpe and Heworth Green was opened in June 2017. This scheme was implemented by the developer of the adjacent site, with a contribution from the council. The council also upgraded the traffic signals at the James Street/ Layerthorpe/ Eboracum Way junction was part of the scheme.
43. Following the upgrade of the Inner Ring Road Variable Message Sign (VMS) in 2016/17, 15 Car Park Guidance System signs were refurbished in 17/18 and the remaining signs will be upgraded in 18/19.
44. The proposed installation of rapid charging points at Monks Cross Park & Ride was delayed as a new sub-station is needed at the site before the charging points can be installed therefore £390k of the Local transport Plan budget is to be transferred into the following year. The new sub-station should be installed in 18/19 to allow the scheme to be progressed. There is also slippage to allow for the completion of resurfacing work and road markings at the A19/Crockey Hill junction. Work on the A19/ Crockey Hill junction improvements scheme started in January 2018, and the work to widen the road and create a new southbound lane through the junction was substantially completed by the end of March with the final works to be completed in May 2018
45. York Outer Ring Road scheme is progressing with £852k being spent in 17/18. Progress is being made on the upgrades to 7 of the existing Outer Ring Road roundabouts between the Wetherby Road and Monks Cross junctions. The programme for delivery of the construction phases is proposed for 2018-2022. The first upgrade to Wetherby Road roundabout is due to commence in June
46. The LED Lighting replacement programme and Replacement of unsound lighting column schemes have a combined total capital expenditure of £746k in 17/18. AS part of this 1,230 lamp heads have

been replaced with more energy efficient Led lanterns. There have also been structural tests to 8402 tubular steel columns and 4400 concrete columns. As a result of these tests 1,080 columns have been replaced with the programme continuing in 2018/19. 1,851 columns have also been replaced as part of the ongoing maintenance programme.

47. An additional £107k was spent on the Parks and Open spaces development on various schemes including Hull Road Park which was delivered entirely by utilising external S106 funding.
48. Recognising that the recent severe winter with higher than average freeze thaw events has had a negative effect on the road surface in general, it is proposed to bring forward £1m from the 2019/20 budget into 2018/19 to invest in a larger programme of resurfacing to the worst roads in the city. The roads that will be addressed will be determined in the usual manner by the Director of Economy and Place

### **Economy & Place – Regeneration & Asset Management**

49. Capital expenditure on various schemes within Regeneration & Asset Management totalled £16.399 in 2017/18. £12.1m plus costs of this expenditure related to the acquisition of Swinegate Court which was purchased in 2017. Rental income transferred to the Council on 1<sup>st</sup> October 2017 and all units are now fully let.
50. Capital expenditure on the York Central scheme totalled £1.9m during 2017/18. The York Central Partnership has made significant progress during the year, working towards the agreed objectives of; submission of an Outline Planning application for the overall Masterplan and a detailed application for the key access infrastructure (Western access road, bridge and spine road) in early August 2018. The council's development funding is key in resourcing the project team - working towards the completion of all the application material, further detail design work and securing the funding necessary to ensure delivery to an ambitious programme
51. The Freehold of 23 Hospital Fields Road was bought in June 2017 from the existing tenant. Prior to the purchase the Council received ground rent on the asset. Following the acquisition a higher commercial rate may be charged.

52. The Castle Gateway project is moving on to the next phase and a Masterplan report was taken to Executive on 26<sup>th</sup> April. £143k has been spent during 2017/18 on Masterplanning and the purchase of land in Piccadilly.
53. The Leeds City Region Revolving Investment fund is progressing with the Council making a commitment to contribute £961k to fund a number of housing developments in the region. The demand for funding however was lower than expected at £453k therefore the unspent balance will be carried forward.
54. Under the Asset Maintenance scheme various works have been carried out during the year including the repair of the roof at Yearsly swimming pool, improved utilities at 17-21 Piccadilly and a replacement boiler at the Crematorium.

### **Customer and Corporate Services**

55. Capital expenditure on schemes within Customer and Corporate services totalled £1.553m in 2017/18.
56. The refurbishment of the Registry Office was completed on 9<sup>th</sup> March 2018 with the first wedding taking place on the 10<sup>th</sup> March. The project was managed within the anticipated timeframe and budget. The works have seen a full refurbishment of the reception area, administrative office and the addition of a new Bridal room. Early feedback on the refurbishment has been very positive.
57. The Mansion House reopened on 2<sup>nd</sup> December following the successful completion of the refurbishment project. The final completion payment is yet to be settled with the contractor and so the position at outturn remains within the budget at Monitor 3, £2.695m.
58. The restoration has been highly praised by visitors with a strong foot fall since reopening in January 2018, including over 2000 residents visiting during the Residents Festival. The Mansion House has been shortlisted for a RIBA prize that recognises a building that has made a substantial contribution to the local environment, as well as being entered into the York Design awards
59. The West Offices Admin Accommodation scheme completed during 2017/18 with a final payment of £30k made to York LLP investors. The overall scheme has now been completed within budget, and the

surplus funds of £230k have been retained in a Major Repairs reserve for any future significant repair work at West Offices

60. Projects to install photovoltaic panels for energy efficiency at both Hazel Court and the Burnholme site have progressed during 2017/18, resulting in spend of £156k. The balance of the budget was transferred into 201819 at Monitor 3 to fund further projects in the year ahead.

### **Customer and Corporate Services - IT**

61. The ICT development plan has a total outturn position of £1.166m in 2017/18. This expenditure has seen significant achievements made on individual schemes.
62. The yorWellbeing online health checker developed in house went live in June 2017. This is aimed at residents between the ages of 40-74 and, based on health information provided, calculates the risk of developing type 2 diabetes and cardio vascular disease over the next 10 years.
63. In July 2017 Bereavement Services launched an online payments facility, since then additional work to support the further improvement of our Bereavement Services including their close collaboration with Funeral Directors and extending the reach of funeral service participation was completed in January, with the provision of an improved and enabling digital connectivity layer
64. The digital programme team are currently developing the 'Transportable Basket' feature (similar to an Amazon type experience) for citizens who wish to pay for multiple services through the CYC website and we have upgraded services to ensure we remain compliant with Payment Card Industry (PCI) requirements.
65. Also during last summer Certero PowerStudio was rolled out across CYC. This is a power management application that applies preconfigured power saving policies to PCs and thin terminals within the authority. This saves money on energy bills by reducing the time computers and screens are left on whilst idle overnight and at weekends and also reduced CO2 emissions
66. In the winter we undertook a major project to replace all our ageing Multi Function Devices (MFD's) and the printing facilities within the



Print Unit in West Offices. We are also mid way through a complex programme of work to fully replace the Citrix environment

67. On the security front the Council has implemented cloud hosted vulnerability services that constantly scan our environment and advise of new vulnerabilities to allow us to proactively manage the security of our entire IT estate
68. A review of the current housing systems has been completed. Research was carried out to identify the extent and scope of the work that would be needed to integrate the 15 systems currently supporting the delivery of the housing service and in particular the upgrades and development work required to the three main systems used (Northgate's iWorld and Asset Management systems and Civica's Servitor) to enable the housing team to achieve CYC's strategic objectives and to deliver a joined up, customer centric, fit for purpose housing service of the future. The business case has been approved and the programme initiated for implementation for change and transformation of the service
69. Work to align and create a programme of digital projects (including CRM, Mobile working, EDRMS) was completed resulting in regular directorate planning, prioritisation and a governance structure to support delivery
70. Within the Digital City programme, York's digital connectivity platform continues to expand through a combination of the active Talk Talk UFO, Virgin Media and Superfast West Yorkshire and York BDUK programmes. The Council's success in this space has been recognised and reflected in the recently published UK connectivity performance results and also helped York to be named by the Sunday Times as the best place to live in the UK citing "a thriving Tech scene, boasting the fastest internet speeds in Britain". TalkTalk are now a few months into build programme that will provide access to a pure fibre network for an additional 40,000 premises. This will see York achieving 70% fibre penetration by 2019 compared to the current UK average of less than 3%. ICT are also the city's lead on the regional's Digital Enterprise (DE) programme and Gigabit voucher schemes that have been established to support our SME's community with their digital skills requirements and connectivity challenges

71. The Council is working collaboratively with Utility providers to ensure that such a major infrastructure programme is delivered in a way that is co-ordinated and minimises disruption. The Council is inspecting the quality of works both during construction, after completion and during the warranty period and working with the utility providers over the quality of their contractors work. The Council has also identified budget so that the utility companies do not relay the broken paving slabs but relay with new ones
72. Total funds of £524k require re-profiling into 2018/19 in relation to the IT Development Plan overall. This is to allow the delivery of planned corporate projects including the completion of the replacement of the Citrix Server farm, the further development of the Digital services programme and other essential ICT works that have been deferred in terms of commencement until the 2018/19 financial year

### **Community Stadium**

73. The Community Stadium capital scheme has an outturn position of £4.849m in 2017/18. The contract to Design Build and Operate the new Leisure and Stadium complex was signed in November 2017 once funding from partners was agreed. Construction is underway and it is expected to be complete by June 2019. The management of Energise and Yearsley Pool has also transferred to Greenwich Leisure

### **Funding the 2017/18 Capital Programme**

74. The 2017/18 capital programme of £70.809m has been funded from £31.391m external funding and £39.418m of internal funding. The internal funding includes resources such as revenue contributions, Supported Capital Expenditure, capital receipts and reserves.
75. The overall funding position continues to be closely monitored to ensure the overall capital programme remains affordable and is sustainable over the 5 year approved duration.

### **Update on the 2018/19 – 2022/23 Capital Programme**

76. As a result of this report amendments have been made to future year's capital programmes as a result of re-profiling schemes from 2017/18 to future years as set out above.

77. The restated capital programme for 2018/19 to 2022/23 split by portfolio is shown in table 3. The individual scheme level profiles can be seen in Annex 1.

		<b>2018/19 Budget</b>	<b>2019/20 Budget</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>	<b>Total Budget</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
CEC	Children's, Education & Communities	11.946	8.988	9.142	8.500	0.000	<b>43.071</b>
HH & ASC	Adult Social Care & Adult Services Commissioning	3.903	1.116	0.595	0.616	0.638	<b>11.531</b>
HH & ASC	Housing & Community Safety	38.160	17.984	15.903	15.652	10.741	<b>109.298</b>
E&P	Transport, Highways & Environment	48.002	28.714	22.663	17.065	6.225	<b>131.891</b>
E&P	Regeneration & Asset Management	18.964	0.860	0.220	0.220	0.220	<b>36.663</b>
CCS	Community Stadium	29.237	3.305	0	0	0	<b>37.391</b>
CCS	Customer & Corporate Services	2.203	0.250	0.250	0.250	0.200	<b>4.506</b>
CCS	IT	4.534	2.320	1.435	1.770	1.970	<b>11.225</b>
	<b>Total</b>	<b>156.949</b>	<b>63.537</b>	<b>50.208</b>	<b>44.073</b>	<b>19.994</b>	<b>385.576</b>

**Table 3 – Restated Capital Programme 2018/19 to 2022/23**

78. Table 4 shows the projected call on Council resources going forward.

	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
<b>Gross Capital Programme</b>	<b>156.949</b>	<b>63.537</b>	<b>50.208</b>	<b>44.703</b>	<b>19.994</b>	<b>385.576</b>
Funded by:						
External Funding	74.372	45.653	36.554	31.152	12.068	<b>219.122</b>
Council Controlled Resources	82.577	17.884	13.654	12.921	7.926	<b>166.454</b>
<b>Total Funding</b>	<b>156.949</b>	<b>63.537</b>	<b>50.208</b>	<b>44.703</b>	<b>19.994</b>	<b>385.576</b>

**Table 4 - 2018/19 –2022/23 Capital Programme Financing**

79. The Council controlled figure is comprised of a number of resources that the Council has ultimate control over. These include Right to Buy receipts, revenue contributions, supported (government awarded) borrowing, prudential (Council funded) borrowing, reserves (including Venture Fund) and capital receipts.
80. During 2017/18 Total Capital Receipts of £2.2m were received into the General Fund Capital Receipts Reserve. Within this figure the largest receipt of £1.6m related to the sale of a former Older Peoples home Grove House. In line with the report to Executive in July 2015 Executive Members this receipt is ringfenced for use on the Older Peoples Accommodation Programme.
81. Further assets in relation to this programme are due to be sold during 2018/19 and 2019/20 including Fordlands and Willow House and these will also be used to support the Older Peoples Accommodation Programme, up to the level previously agreed. Surplus capital receipts over this level will be available to support other council priorities
82. The remaining receipts received related to the release of restrictive covenants, Overage on Hungate Phase 2 and the sale of property at 4 North Moor Road.
83. It is expected that a number of further Capital receipts will be received in 2018/19 and 2019/20 in relation to Stonebow House, 29 Castlegate, 10/11 Redeness Street, Ashbank and Hungate overage on residential sales. These non-ringfenced receipts will continue to be paid into the Capital Receipts reserve, and options for the most prudent use of these non ring-fenced receipts will be set out in future budgetary reports to members.
84. In financing the overall capital programme the Director of Customer & Corporate Services will use the optimum mix of funding sources available to achieve the best financial position for the Council. Therefore an option for any new capital receipts would be to use these to replace assumed borrowing, thereby reducing the Councils' borrowing levels and associated revenue costs.

### **Consultation**

85. Not applicable

### **Options**

86. Not applicable

### **Council Plan**

87. The information contained in this report demonstrates progress in achieving the priorities set out in the Council Plan.

### **Implications**

88. This report has the following implications:
- **Financial** - are contained throughout the main body of the report
  - **Human Resources (HR)** – There are no HR implications as a result of this report
  - **One Planet Council/ Equalities** – The capital programme seeks to address key equalities issues that affect the Council and the public. Schemes that address equalities include the Disabilities Support Grant, the Schools Access Initiative, the Community Equipment Loans Store (CELS) and the Disabilities Discrimination Act (DDA) Access Improvements. All individual schemes will be subject to Equalities Impact Assessments
  - **Legal Implications** - There are no Legal implications as a result of this report.
  - **Crime and Disorder** - There are no crime and disorder implications as a result of this report.
  - **Information Technology** - There are no information technology implications as a result of this report.
  - **Property** - The property implications of this paper are included in the main body of the report which covers the funding of the capital programme from capital receipts.
  - **Other** – There are no other implications

### **Risk Management**

89. There are a number of risks inherent in the delivery of a large scale capital programme. To mitigate against these risks the capital programme is regularly monitored as part of the corporate monitoring

process, and the project management framework. This is supplemented by internal and external audit reviews of major projects. In addition, the Capital Asset Board meet monthly to plan, monitor and review major capital schemes to ensure that all capital risks to the Council are monitored and where possible minimised

### **Contact Details**

<b>Authors:</b>	<b>Cabinet Member &amp; Chief Officer Responsible for the report:</b>		
Emma Audrain Technical Accountant Corporate Finance	Ian Floyd Director of Customer & Corporate Support Services (Deputy Chief Executive)		
Debbie Mitchell Corporate Finance Manager Corporate Finance	<b>Report Approved</b>	√	<b>Date</b> 8/6/18
<b>Wards Affected:</b> <i>All</i>			
<b>For further information please contact the authors of the report</b>			

<b>Specialist Implications:</b>
<b>Legal – Not Applicable</b>
<b>Property – Philip Callow</b>
<b>Information Technology – Not Applicable</b>

### **Annexes**

Annex A – Capital Programme by year 2017/18 – 2022/23



	2017/18	2017/18	2017/18	2017/18	2017/18	2018/19	2017/18	2019/20	2020/21	2021/22	2017/18	2022/23	Gross Capital
	Outturn	Outturn	Revised	Outturn	Outturn	Revised	Outturn	Revised	Revised	Revised	Outturn	Revised	Programme
	Adj	Reprofile	Budget	Adj	Reprofile	Budget	Adj	Budget	Budget	Budget	Reprofile	Budget	To be Funded
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	17/18 - 21/22
													£000
<b>CEC - Children, Education &amp; Communities</b>													
<b>CEC - Children &amp; Education</b>													
<b>NDS Devolved Capital</b>			355			284		228	195	0		0	1,062
- External Funding			355			284		228	195	0		0	1,062
- Internal Funding			0			0		0	0	0		0	0
<b>DIE Maintenance</b>	13	-748	1,503	748	748	2,661		1,136	1,000	0		0	6,300
- External Funding	13	-748	1,503	748	748	2,661		1,136	1,000	0		0	6,300
<b>Basic Need</b>	75	-186	990	186	186	5,680		7,227	7,750	8,500		0	30,147
- External Funding	75	-186	990	186	186	2,880		7,227	7,750	8,500		0	27,347
Departmental Prudential Borrowing			0			2,800		0	0	0		0	2,800
- Internal Funding			0			2,800		0	0	0		0	2,800
<b>Huntington Secondary School - New Block</b>			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0			0		0	0	0		0	0
<b>Universal Infant Free School Meals</b>			2		3	3		0	0	0		0	5
Government Grant			2		3	3		0	0	0		0	5
Developers Contributions			0		0	0		0	0	0		0	0
- External Funding			2		3	3		0	0	0		0	5
- Internal Funding			0		0	0		0	0	0		0	0
<b>Fulford School Expansion</b>			220		69	69		0	0	0		0	289
- External Funding			220		69	69		0	0	0		0	289
- Internal Funding			0		0	0		0	0	0		0	0
<b>Carr Junior Expansion</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>St Barnabas Primary Expansion</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>Schools Electrical Supply Upgrade</b>			19		1	1		0	0	0		0	20
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			19		1	1		0	0	0		0	20
<b>Family Drug &amp; Alcohol Assess/Recovery Facility</b>			0		0	100		0	0	0		0	100
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	100		0	0	0		0	100
<b>Knavesmire Classroom Expansion</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>Expansion and Improvement of Facilities for Pupils with SEND</b>			1		74	721		197	197	0		0	1,116
- External Funding			0		0	197		197	197	0		0	591
- Internal Funding			1		74	524		0	0	0		0	525
<b>Investment in Community Based Premises</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>Children &amp; Young Peoples services &amp; Building based provision review</b>			40		12	12		0	0	0		0	52
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			40		12	12		0	0	0		0	52
<b>Southbank Expansion</b>			80		168	1,168		0	0	0		0	1,248
- External Funding			0		0	248		0	0	0		0	248
Departmental Prudential Borrowing			80		168	168		0	0	0		0	248
- Internal Funding			80		168	920		0	0	0		0	1,000
<b>Capital Maintenance Works to Schools - Ventilation &amp; Electrical</b>			220		334	334		0	0	0		0	554
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			220		334	334		0	0	0		0	554
<b>CEC - Communities</b>			0		0	0		0	0	0		0	0
<b>York Explore Phase 2</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>York Explore - Haxby Library</b>			16		12	12		0	0	0		0	28
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			16		12	12		0	0	0		0	28
<b>Haxby Library Re-provision</b>			49		49	451		0	0	0		0	500
- External Funding			49		49	451		0	0	0		0	500
- Internal Funding			0		0	0		0	0	0		0	0
<b>Castle Museum Development Project</b>			200		200	200		200	0	0		0	600
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			200		200	200		200	0	0		0	600
<b>York Museums Trust Visitor Facilities and Product Development</b>			800		0	0		0	0	0		0	800
<b>Energise Roof</b>			0		0	250		0	0	0		0	250
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	250		0	0	0		0	250
<b>York Theatre Royal</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>TOTAL GROSS EXPENDITURE</b>	88	-1,558	4,495	0	1,558	11,946	0	8,988	9,142	8,500	0	0	43,071
<b>TOTAL EXTERNAL FUNDING</b>	88	-1,006	3,070	0	1,006	6,342	0	8,788	9,142	8,500	0	0	35,842
<b>TOTAL INTERNAL FUNDING</b>	0	-552	1,425	0	552	5,604	0	200	0	0	0	0	7,229
<b>HH&amp;ASC - Adult Social Care &amp; Adult Services Commissioning</b>													0
<b>Joint Equipment Store</b>			97		28	157		127	131	135		139	647
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			97		28	157		127	131	135		139	647
<b>Disabled Support Grant</b>			181		15	215		210	220	230		240	1,056
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			181		15	215		210	220	230		240	1,056
<b>Telecare Equipment</b>	-6	-44	153		44	477		237	244	251		259	1,362
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding	-6	-44	153		44	477		237	244	251		259	1,362
<b>Health and Safety Works at Social Services Establishments</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>Adult Services Community Space</b>			0		0	0		0	0	0		0	0
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			0		0	0		0	0	0		0	0
<b>OPH Infrastructure Works</b>			1		8	8		0	0	0		0	9
- External Funding			0		0	0		0	0	0		0	0
- Internal Funding			1		8	8		0	0	0		0	9
<b>Changing Lives Grant + Autism Grants</b>	4		4		0	0		0	0	0		0	4
- External Funding	4		0		0	0		0	0	0		0	0
- Internal Funding	0		4		0	0		0	0	0		0	4
<b>Older Person's Accommodation Review</b>	100	-663	4,525		663	3,038		542	0	0		0	8,105
- External Funding	100		199		0	0		0	0	0		0	199
- Internal Funding	0	-663	4,326		663	3,038		542	0	0		0	7,906
<b>Burton Stone Community Centre</b>	2		2		0	0		0	0	0		0	2

	2017/18 Outturn Adj £000	2017/18 Reprofile £000	2017/18 Revised Outturn Budget £000	2017/18 Outturn Adj £000	2017/18 Reprofile £000	2018/19 Revised Outturn Budget £000	2017/18 Outturn Adj £000	2019/20 Revised Outturn Budget £000	2020/21 Revised Outturn Budget £000	2021/22 Revised Outturn Budget £000	2017/18 Outturn Reprofile £000	2022/23 Revised Outturn Budget £000	Gross Capital Programme To be Funded 17/18 - 21/22 £000
- External Funding			0			0		0	0	0		0	0
- Internal Funding	2		2			0		0	0	0		0	2
<b>30 Clarence Street - Sycamore House</b>		-1	308		1	8		0	0	0		0	316
- External Funding	-17	-1	160		1	1		0	0	0		0	161
- Internal Funding	17		148			7		0	0	0		0	155
<b>PF National Specialist Family Service</b>			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0			0		0	0	0		0	0
<b>Little Knavesmire Pavilion</b>		22	30			0		0	0	0		0	30
- External Funding		22	30			0		0	0	0		0	30
- Internal Funding			0			0		0	0	0		0	0
<b>TOTAL GROSS EXPENDITURE</b>	<b>22</b>	<b>-759</b>	<b>5,301</b>	<b>0</b>	<b>759</b>	<b>3,903</b>	<b>0</b>	<b>1,116</b>	<b>595</b>	<b>616</b>	<b>0</b>	<b>638</b>	<b>11,531</b>
<b>TOTAL EXTERNAL FUNDING</b>	<b>105</b>	<b>-1</b>	<b>389</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>390</b>
<b>TOTAL INTERNAL FUNDING</b>	<b>-83</b>	<b>-758</b>	<b>4,912</b>	<b>0</b>	<b>758</b>	<b>3,902</b>	<b>0</b>	<b>1,116</b>	<b>595</b>	<b>616</b>	<b>0</b>	<b>638</b>	<b>11,141</b>
<b>HH&amp;ASC - Housing &amp; Community Safety</b>													0
<b>Modernisation of Local Authority Homes</b>	<b>342</b>		<b>2,420</b>			<b>4,322</b>		<b>2,160</b>	<b>1,377</b>	<b>1,127</b>		<b>940</b>	<b>11,406</b>
- External Funding	342	0	2,420			0		0	0	0		0	2,420
- Internal Funding			0			4,322		2,160	1,377	1,127		940	8,986
<b>Assistance to Older &amp; Disabled People</b>	<b>11</b>		<b>411</b>			<b>420</b>		<b>430</b>	<b>440</b>	<b>450</b>		<b>460</b>	<b>2,151</b>
Major Repairs Allowance	411		411			0		0	0	0		0	411
- External Funding	411		411			0		0	0	0		0	411
- Internal Funding	-400		0			420		430	440	450		460	1,740
<b>MRA Schemes</b>	<b>83</b>		<b>6,752</b>			<b>5,887</b>		<b>6,140</b>	<b>6,868</b>	<b>7,206</b>		<b>7,472</b>	<b>32,853</b>
- External Funding	83		6,752			5,887		6,140	6,868	7,206		7,472	32,853
- Internal Funding			0			0		0	0	0		0	0
<b>Local Authority Homes - Phase 1</b>	<b>0</b>	<b>-90</b>	<b>638</b>		<b>90</b>	<b>2,432</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>3,070</b>
- External Funding	60		60			0		0	0	0		0	60
- Internal Funding	-60	-90	578		90	2,432		0	0	0		0	3,010
<b>Local Authority Homes - Phase 2</b>	<b>268</b>		<b>268</b>		<b>4,732</b>	<b>4,732</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-5,000</b>	<b>0</b>	<b>20,000</b>
- External Funding	0		0		250	250		250	250	250	-250	0	1,000
- Internal Funding	0	268	268	0	4,482	4,482	0	4,750	4,750	4,750	-2,500	2,250	19,000
<b>Water Mains Upgrade</b>	<b>-10</b>		<b>0</b>		<b>10</b>	<b>731</b>		<b>0</b>	<b>25</b>	<b>25</b>		<b>25</b>	<b>781</b>
- External Funding	-10		0		10	721		0	25	25		25	771
- Internal Funding			0			0		0	0	0		0	10
<b>Building Insulation Programme</b>		<b>-20</b>	<b>11</b>		<b>20</b>	<b>20</b>		<b>160</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>191</b>
- External Funding		-20	11		20	20		0	0	0		0	31
- Internal Funding			0			0		160	0	0		0	160
<b>Disabled Facilities Grant (Gfund)</b>	<b>4</b>	<b>-310</b>	<b>1,799</b>		<b>310</b>	<b>1,984</b>		<b>1,674</b>	<b>1,674</b>	<b>1,674</b>		<b>1,674</b>	<b>8,805</b>
- External Funding	4		1,217			1,199		1,199	1,199	1,199		1,199	6,013
- Internal Funding		-310	582		310	785		475	475	475		475	2,792
<b>IT Infrastructure</b>	<b>-76</b>		<b>47</b>		<b>76</b>	<b>1,126</b>		<b>150</b>	<b>150</b>	<b>0</b>		<b>0</b>	<b>1,473</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-76	47		76	1,126		150	150	0		0	1,473
<b>Empty Homes (Gfund)</b>	<b>-100</b>		<b>0</b>		<b>100</b>	<b>100</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>100</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-100	0		100	100		0	0	0		0	100
<b>Housing Environmental Improvement Programme</b>		<b>-93</b>	<b>7</b>		<b>93</b>	<b>333</b>		<b>170</b>	<b>170</b>	<b>170</b>		<b>170</b>	<b>850</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-93	7		93	333		170	170	170		170	850
<b>James House</b>	<b>1,900</b>	<b>-3,092</b>	<b>6,396</b>		<b>3,092</b>	<b>5,992</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>12,388</b>
- External Funding	485		2,337		913	913		0	0	0		0	3,250
- Internal Funding	1,415	-2,179	4,059		2,179	5,079		0	0	0		0	9,138
<b>Shared Ownership Scheme</b>		<b>-2,312</b>	<b>388</b>		<b>2,312</b>	<b>5,132</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>5,520</b>
- External Funding			85		552	2,675		0	0	0		0	2,760
- Internal Funding		-1,760	303		1,760	2,457		0	0	0		0	2,760
<b>Lincoln Court Independent Living Scheme</b>			<b>0</b>		<b>1,300</b>	<b>1,300</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>1,300</b>
- External Funding			0		1,300	0		0	0	0		0	0
- Internal Funding			0		0	1,300		0	0	0		0	1,300
<b>Extension to Marjorie Waite Court</b>		<b>-226</b>	<b>224</b>		<b>226</b>	<b>3,126</b>		<b>2,100</b>	<b>199</b>	<b>0</b>		<b>0</b>	<b>5,649</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-226	224		226	3,126		2,100	199	0		0	5,649
<b>Extension to Glen Lodge</b>	<b>0</b>	<b>-438</b>	<b>2,238</b>		<b>438</b>	<b>523</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>2,761</b>
- External Funding	-623		213			0		0	0	0		0	213
- Internal Funding	623	-438	2,025		438	523		0	0	0		0	2,548
<b>TOTAL GROSS EXPENDITURE</b>	<b>2,340</b>	<b>-6,499</b>	<b>21,599</b>	<b>1,300</b>	<b>11,499</b>	<b>38,160</b>	<b>0</b>	<b>17,984</b>	<b>15,903</b>	<b>15,652</b>	<b>-5,000</b>	<b>10,741</b>	<b>109,298</b>
<b>TOTAL EXTERNAL FUNDING</b>	<b>762</b>	<b>-1,495</b>	<b>13,506</b>	<b>0</b>	<b>1,745</b>	<b>10,954</b>	<b>0</b>	<b>7,589</b>	<b>8,317</b>	<b>8,655</b>	<b>-250</b>	<b>8,671</b>	<b>49,021</b>
<b>TOTAL INTERNAL FUNDING</b>	<b>1,578</b>	<b>-5,004</b>	<b>8,093</b>	<b>1,300</b>	<b>9,754</b>	<b>27,206</b>	<b>0</b>	<b>10,395</b>	<b>7,586</b>	<b>6,997</b>	<b>-4,750</b>	<b>2,070</b>	<b>60,277</b>
<b>Economy &amp; Place - Transport, Highways &amp; Environment</b>													0
<b>Highway Resurfacing &amp; Reconstruction (Struct Maint)</b>	<b>28</b>	<b>-356</b>	<b>2,642</b>		<b>356</b>	<b>3,199</b>		<b>2,767</b>	<b>2,691</b>	<b>2,577</b>		<b>2,577</b>	<b>13,876</b>
- External Funding	28		2,216			2,017		2,017	1,941	1,827		1,827	10,094
- Internal Funding		-356	426		356	1,106		750	750	750		750	3,782
<b>Targeted Investment for Highways Improvement</b>			<b>100</b>		<b>100</b>	<b>100</b>		<b>100</b>	<b>100</b>	<b>100</b>		<b>100</b>	<b>500</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding			100		100	100		100	100	100		100	500
<b>Highway, Footway &amp; Cycleway Improvement Acceleration</b>			<b>1,000</b>		<b>1,000</b>	<b>2,000</b>	<b>-1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>		<b>1,000</b>	<b>5,000</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding			1,000		1,000	2,000	-1,000	0	1,000	1,000		1,000	5,000
<b>Special Bridge Maintenance (Struct maint)</b>		<b>-168</b>	<b>74</b>		<b>168</b>	<b>768</b>		<b>200</b>	<b>200</b>	<b>0</b>		<b>0</b>	<b>1,242</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-168	74		168	768		200	200	0		0	1,242
<b>Replacement of Unsound Lighting Columns</b>		<b>-60</b>	<b>518</b>		<b>60</b>	<b>638</b>		<b>578</b>	<b>578</b>	<b>578</b>		<b>578</b>	<b>2,890</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-60	518		60	638		578	578	578		578	2,890
<b>LED Lighting Replacement Programme</b>			<b>228</b>			<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>228</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding			228			0		0	0	0		0	228
<b>Watercourse Restoration</b>		<b>-20</b>	<b>24</b>		<b>20</b>	<b>20</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>44</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding		-20	24		20	20		0	0	0		0	44
<b>Highways Drainage Works</b>		<b>-72</b>	<b>198</b>		<b>72</b>	<b>272</b>		<b>200</b>	<b>200</b>	<b>200</b>		<b>200</b>	<b>1,070</b>
Corporate Prudential Borrowing		-72	198		72	272		200	200	200		200	1,070
- Internal Funding			198		72	272		200	200	200		200	1,070
<b>Drainage Investigation &amp; Renewal</b>			<b>200</b>			<b>250</b>		<b>250</b>	<b>250</b>	<b>0</b>		<b>0</b>	<b>950</b>
- External Funding			0			0		0	0	0		0	0
- Internal Funding			200			250		250	250	0		0	

	2017/18	2017/18	2017/18	2017/18	2017/18	2018/19	2017/18	2019/20	2020/21	2021/22	2017/18	2022/23	Gross Capital
	Outturn	Reprofile	Revised	Outturn	Outturn	Revised	Outturn	Revised	Revised	Revised	Outturn	Revised	Programme
	Adj	£000	Outturn	Adj	Reprofile	Outturn	Adj	Budget	Budget	Budget	Reprofile	Budget	To be Funded
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	17/18 - 21/22
			Budget			Budget			Budget	Budget		Budget	£000
<b>Wheeled Bins in Back Lane and Terraced Areas</b>		-61	17		61	61		0	0	0		0	78
- External Funding			0			0		0	0	0		0	0
- Internal Funding			17		61	61		0	0	0		0	78
<b>Built Environment Fund</b>		-98	187		98	1,885		0	0	0		0	2,072
- External Funding			0			0		0	0	0		0	0
- Internal Funding			187		98	1,885		0	0	0		0	2,072
<b>Harewood Whin Transfer Station</b>			1,002			0		0	0	0		0	1,002
- External Funding			0			0		0	0	0		0	0
- Internal Funding			1,002			0		0	0	0		0	1,002
<b>Fleet Acquisition</b>	1		1,611			0		0	0	0		0	1,611
- External Funding			0			0		0	0	0		0	0
- Internal Funding	1		1,611			0		0	0	0		0	1,611
<b>Parks and Open Spaces Development</b>	107		160			0		0	0	0		0	160
- External Funding	106		159			0		0	0	0		0	159
- Internal Funding	1		1			0		0	0	0		0	1
<b>Rowtree Park Lodge</b>	1		1	149		149		0	0	0		0	0
- External Funding			1	149		149		0	0	0		0	0
- Internal Funding	1		1			0		0	0	0		0	0
<b>War Memorial</b>	1	-29	2		29	29		0	0	0		0	31
- External Funding			0		29	29		0	0	0		0	29
- Internal Funding	1	-29	2			0		0	0	0		0	2
<b>Better Play Areas</b>		-172	205		172	172		0	0	0		0	377
- External Funding	-21		127		32	32		0	0	0		0	159
- Internal Funding	21	-140	78		140	140		0	0	0		0	218
<b>Public Convenene Facilities</b>		-11	0		11	11		0	0	0		0	11
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0		11	11		0	0	0		0	11
<b>River Safety</b>	4		13			0		0	0	0		0	13
- External Funding			0			0		0	0	0		0	0
- Internal Funding	4		13			0		0	0	0		0	13
<b>Litter Bin Replacement Programme</b>		-164	35		164	339		175	0	0		0	549
- External Funding			0			0		0	0	0		0	0
- Internal Funding			35		164	339		175	0	0		0	549
<b>Knavesmire Culverts</b>			0			266		0	0	0		0	266
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0			266		0	0	0		0	266
<b>Better Bus Area Fund</b>		-453	658		453	653		0	0	0		0	1,311
- External Funding			472		204	404		0	0	0		0	876
- Internal Funding			186			0		0	0	0		0	435
<b>Local Transport Plan (LTP) *</b>	-268	-412	3,174		412	2,582	1,570	1,570	1,570	1,570		1,570	10,466
- External Funding	-268		2,440		139	2,309	1,570	1,570	1,570	1,570		1,570	9,459
- Internal Funding			734		273	273							1,007
<b>York City Walls - Repairs &amp; Renewals (City Walls)</b>		-166	227		166	256		90	90	90		0	753
- External Funding			0			0		0	0	0		0	0
- Internal Funding			227		166	256		90	90	90		0	753
<b>York City Walls Restoration Programme</b>	-1		299			400	300	300	300	300		300	1,599
- External Funding			0			0	0	0	0	0		0	0
- Internal Funding	-1		299			400	300	300	300	300		300	1,599
<b>Access York</b>	1		151			0		0	0	0		0	151
- External Funding	1		151			0		0	0	0		0	151
- Internal Funding			0			0		0	0	0		0	0
<b>Flood Defences</b>			0			317		0	0	0		0	317
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0			317		0	0	0		0	317
<b>Highways Improvements</b>	22		179			0		0	0	0		0	179
- External Funding			0			0		0	0	0		0	0
- Internal Funding	22		179			0		0	0	0		0	179
<b>Scarborough Bridge</b>		53	255		-53	4,155		0	0	0		0	4,410
- External Funding			95		-95	3,180		0	0	0		0	3,435
- Internal Funding			160		42	975		0	0	0		0	975
<b>Hungate and Peasholme Public Realm</b>		-175	0		175	175		0	0	0		0	175
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0		175	175		0	0	0		0	175
<b>WYTF - YORR</b>		-188	852		188	9,448	11,400	8,100	4,400	4,400		0	34,200
- External Funding			852		188	9,448	11,400	8,100	4,400	4,400		0	34,200
- Internal Funding			0			0	0	0	0	0		0	0
<b>WYTF - York Central Access</b>		-517	413		517	12,687	10,800	7,300	6,200	6,200		0	37,400
- External Funding			413		517	12,687	10,800	7,300	6,200	6,200		0	37,400
- Internal Funding			0			0	0	0	0	0		0	0
<b>Better Business Fund</b>			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0			0		0	0	0		0	0
<b>WYTF - Dualling Study</b>		-90	10		90	285		0	0	0		0	295
- External Funding			10		90	285		0	0	0		0	295
- Internal Funding			0			0		0	0	0		0	0
<b>National Productivity Improvement Fund</b>		-156	470		156	156		0	0	0		0	626
- External Funding			470		156	156		0	0	0		0	626
- Internal Funding			0			0		0	0	0		0	0
<b>Potholes</b>	112		296	272		456	184	184	0	0		0	1,120
- External Funding	112		296	272		456	184	184	0	0		0	1,120
- Internal Funding			0			0	0	0	0	0		0	0
<b>Silver Street &amp; Coppergate Toilets</b>		-66	5		66	66		0	0	0		0	71
- External Funding			0			0		0	0	0		0	0
- Internal Funding			5		66	66		0	0	0		0	71
<b>Osballdwick Beck Maintenance</b>		-60	0		60	60		0	0	0		0	60
- External Funding			0			0		0	0	0		0	0
- Internal Funding			0		60	60		0	0	0		0	60
<b>Fleet &amp; Workshop Operational Equipment</b>						86							0
- External Funding						0							0
- Internal Funding						86							0
<b>Fordlands Road Flood Defences</b>						200							0
- External Funding						0							0
- Internal Funding						200							0
<b>Highways Materials Specialist storage</b>						80							0
- External Funding						0							0
- Internal Funding						80							0
<b>National Cycle Network 65 Targeted Repairs</b>						250							0
- External Funding						0							0
- Internal Funding						250							0
<b>Non Illuminated Structural asset renewal</b>						100							0
- External Funding						0							0
- Internal Funding						100							0
<b>Hazel Court conversion of storage area to operational hub</b>						100							0



	2017/18	2017/18	2017/18	2017/18	2017/18	2018/19	2017/18	2019/20	2020/21	2021/22	2017/18	2022/23	Gross Capital
	Outturn	Outturn	Revised	Outturn	Outturn	Revised	Outturn	Revised	Revised	Revised	Outturn	Revised	Programme
	Adj	Reprofile	Budget	Adj	Reprofile	Budget	Adj	Budget	Budget	Budget	Reprofile	Budget	To be Funded
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	17/18 - 21/22
													£000
- External Funding						0							0
-Internal Funding						100							0
CCTV Asset Renewal						180							0
- Government Grant						0							0
- External Funding						0							0
-Internal Funding						180							0
Public Realm footpaths						50							0
- External Funding						0							0
-Internal Funding						50							0
Smarter Travel Evolution Programme						1,425							0
- External Funding						1,425							0
-Internal Funding						0							0
Electric Bus Scheme						3,300							0
- External Funding						3,300							0
-Internal Funding						0							0
City Fibre Network		-62	8		62	162		100	100	50			420
- External Funding			0		0	0		0	0	0			0
-Internal Funding		-62	8		62	162		100	100	50			420
<b>TOTAL GROSS EXPENDITURE</b>	<b>8</b>	<b>-3,645</b>	<b>15,447</b>	<b>1,493</b>	<b>3,645</b>	<b>48,002</b>	<b>-1,000</b>	<b>28,714</b>	<b>22,663</b>	<b>17,065</b>	<b>0</b>	<b>6,225</b>	<b>131,891</b>
<b>TOTAL EXTERNAL FUNDING</b>	<b>-42</b>	<b>-1,277</b>	<b>8,094</b>	<b>344</b>	<b>1,277</b>	<b>35,893</b>	<b>0</b>	<b>25,971</b>	<b>19,095</b>	<b>13,997</b>	<b>0</b>	<b>3,397</b>	<b>103,050</b>
<b>TOTAL INTERNAL FUNDING</b>	<b>50</b>	<b>-2,368</b>	<b>7,353</b>	<b>1,149</b>	<b>2,368</b>	<b>12,109</b>	<b>-1,000</b>	<b>2,743</b>	<b>3,568</b>	<b>3,068</b>	<b>0</b>	<b>2,828</b>	<b>28,841</b>
<b>Economy &amp; Place - Regeneration &amp; Asset Management</b>													0
LCR Revolving Investment Fund		-508	453		508	508		0	0	0		0	961
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-508	453		508	508		0	0	0		0	961
York Central	2	-1,504	1,935		1,504	6,053		0	0	0		0	7,988
- External Funding	-1,334		200			0		0	0	0		0	200
-Internal Funding	1,336	-1,504	1,735		1,504	6,053		0	0	0		0	7,788
29 Castlegate Repairs			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			0		0	0	0		0	0
Decent Home Standards Works		-9	0		9	9		0	0	0		0	9
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-9	0		9	9		0	0	0		0	9
Fishergate Postern		-18	0		18	18		0	0	0		0	18
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-18	0		18	18		0	0	0		0	18
Holgate Park Land - York Central Land and Clearance		-397	0		397	397		0	0	0		0	397
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-397	0		397	397		0	0	0		0	397
Asset Maintenance + Critical H&S Repairs		-318	166		318	538		220	220	220		220	1,364
- External Funding			0		318	538		220	220	220		220	1,364
-Internal Funding		-318	166		318	538		220	220	220		220	1,364
Community Asset Transfer		-20	0		20	175		0	0	0		0	175
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-20	0		20	175		0	0	0		0	175
River Bank repairs		-5	0		5	186		0	0	0		0	186
- External Funding			0		5	186		0	0	0		0	186
-Internal Funding		-5	0		5	186		0	0	0		0	186
Stonebow House Freehold			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			0		0	0	0		0	0
Small Business Workshops			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			0		0	0	0		0	0
Castle Gateway (Picadilly Regeneration)		-175	143		175	175		0	0	0		0	318
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-175	143		175	175		0	0	0		0	318
Guildhall	12	-1,066	546		1,066	10,481		640	0	0		0	11,667
- External Funding	0	-1,046	546		1,046	1,801		0	0	0		0	2,347
-Internal Funding	12	-20	0		20	8,680		640	0	0		0	9,320
Critical Repairs and Contingency			0			274		0	0	0		0	274
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			274		0	0	0		0	274
23 & 36 Hospital Fields Road			281			0		0	0	0		0	281
- External Funding			0			0		0	0	0		0	0
-Internal Funding			281			0		0	0	0		0	281
Commercial Property Acquisition incl Swinegate	2		12,867			0		0	0	0		0	12,867
- External Funding			0			0		0	0	0		0	0
-Internal Funding	2		12,867			0		0	0	0		0	12,867
Shambles Health & Safety			150			0		0	0	0		0	150
- External Funding			0			0		0	0	0		0	0
-Internal Funding			150			0		0	0	0		0	150
Air Quality Monitoring (Gfund)		-102	8			0		0	0	0		0	8
- External Funding			8			0		0	0	0		0	8
-Internal Funding		-102	0			0		0	0	0		0	0
<b>TOTAL GROSS EXPENDITURE</b>	<b>16</b>	<b>-4,122</b>	<b>16,399</b>	<b>0</b>	<b>4,020</b>	<b>18,964</b>	<b>0</b>	<b>860</b>	<b>220</b>	<b>220</b>	<b>0</b>	<b>220</b>	<b>36,663</b>
<b>TOTAL EXTERNAL FUNDING</b>	<b>-1,334</b>	<b>-1,148</b>	<b>754</b>	<b>0</b>	<b>1,745</b>	<b>1,801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-250</b>	<b>0</b>	<b>2,555</b>
<b>TOTAL INTERNAL FUNDING</b>	<b>1,350</b>	<b>-2,974</b>	<b>15,645</b>	<b>0</b>	<b>9,754</b>	<b>17,163</b>	<b>0</b>	<b>860</b>	<b>220</b>	<b>220</b>	<b>-2,500</b>	<b>220</b>	<b>34,108</b>
<b>Customer &amp; Corporate Services - Community Stadium</b>													0
Community Stadium		-2,435	4,849		2,435	29,237		3,305	0	0		0	37,391
- External Funding		-2,445	4,806		2,445	19,285		3,305	0	0		0	27,396
-Internal Funding		10	43		-10	9,952		0	0	0		0	9,995
<b>TOTAL GROSS EXPENDITURE</b>	<b>0</b>	<b>-2,435</b>	<b>4,849</b>	<b>0</b>	<b>2,435</b>	<b>29,237</b>	<b>0</b>	<b>3,305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,391</b>
<b>TOTAL EXTERNAL FUNDING</b>	<b>0</b>	<b>-2,445</b>	<b>4,806</b>	<b>0</b>	<b>2,445</b>	<b>19,285</b>	<b>0</b>	<b>3,305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,396</b>
<b>TOTAL INTERNAL FUNDING</b>	<b>0</b>	<b>10</b>	<b>43</b>	<b>0</b>	<b>-10</b>	<b>9,952</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,995</b>
<b>Customer &amp; Corporate Services</b>													0
Fire Safety Regulations - Adaptations			0			102		0	0	0		0	102
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			102		0	0	0		0	102
Removal of Asbestos		-44	4		44	144		50	50	50		50	298
- External Funding			0		0	0		0	0	0		0	0
-Internal Funding		-44	4		44	144		50	50	50		50	298
Hazel Court - Office of the Future Improvements			0			0		0	0	0		0	0
- External Funding			0			0		0	0	0		0	0
-Internal Funding			0			0		0	0	0		0	0
Mansion House Restoration	303		1,230			169		0	0	0		0	1,399
- External Funding	198		772			96		0	0	0		0	868
-Internal Funding	105		458			73		0	0	0		0	531
Project Support Fund	-31	-223	0		223	423		200	200	200		200	1,023
- External Funding			0			0		0	0	0		0	0

	2017/18	2017/18	2017/18	2017/18	2017/18	2018/19	2017/18	2019/20	2020/21	2021/22	2017/18	2022/23	Gross Capital	
	Outturn	Outturn	Revised	Outturn	Outturn	Revised	Outturn	Revised	Revised	Revised	Outturn	Revised	Programme	
	Adj	Reprofile	Budget	Adj	Reprofile	Budget	Adj	Budget	Budget	Budget	Reprofile	Budget	To be Funded	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	17/18 - 21/22	
													£000	
<b>Low Carbon and Solar Panels Investment</b>														
- External Funding	-50		0			0			0					0
- Internal Funding			0			0			0					0
	-50		0			0			0					0
<b>Photovoltaic Energy Programme</b>														
- External Funding	50	10	156		-10	240		0	0	0		0		396
- Internal Funding			0			0		0	0	0		0		0
	50	10	156		-10	240		0	0	0		0		396
<b>One Planet Council - Energy Efficiency</b>														
- External Funding			0			250								0
- Internal Funding			0			250								0
<b>West Offices - Admin Accom</b>														
- External Funding	-1		30			0		0	0	0		0		30
- Internal Funding			0			0		0	0	0		0		0
	-1		30			0		0	0	0		0		30
<b>West Offices - Major repairs</b>														
- External Funding	1	-237	0		237	237		0	0	0		0		237
- Internal Funding			0			0		0	0	0		0		0
	1	-237	0		237	237		0	0	0		0		237
<b>Capital Contingency</b>														
- External Funding			-385		385	635		0	0	0		0		635
- Internal Funding			0			0		0	0	0		0		0
			-385		385	635		0	0	0		0		635
<b>TOTAL GROSS EXPENDITURE</b>	0	293	-882	1,553	0	882	2,203	0	250	250	250	0	200	4,506
<b>TOTAL EXTERNAL FUNDING</b>	198		772		0	96		0	0	0		0		868
<b>TOTAL INTERNAL FUNDING</b>	95	-882	781		882	2,107		250	250	250		200		3,638
<b>Customer &amp; Corporate Services - IT</b>														
<b>IT Development plan</b>														
- External Funding		-524	1,166		524	4,414		2,320	1,435	1,770		1,970		11,105
- Internal Funding			0			0		0	0	0		0		0
		-524	1,166		524	4,414		2,320	1,435	1,770		1,970		11,105
<b>IT Superconnected Cities</b>														
- External Funding		-120	0		120	120		0	0	0		0		120
- Internal Funding			0			0		0	0	0		0		0
		-120	0		120	120		0	0	0		0		120
<b>TOTAL GROSS EXPENDITURE</b>	0	-644	1,166	0	644	4,534	0	2,320	1,435	1,770	0	1,970		11,225
<b>TOTAL EXTERNAL FUNDING</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL INTERNAL FUNDING</b>	0	-644	1,166	0	644	4,534	0	2,320	1,435	1,770	0	1,970		11,225
<b>Gross Expenditure by Department</b>														
CEC - Children, Education & Communities	88	-1,558	4,495	0	1,558	11,946	0	8,988	9,142	8,500	0	0		43,071
HH&ASC - Adult Social Care & Adult Services Commissioning	22	-759	5,301	0	759	3,903	0	1,116	595	616	0	638		11,531
HH&ASC - Housing & Community Safety	2,340	-6,499	21,599	1,300	11,499	38,160	0	17,984	15,903	15,652	-5,000	10,741		109,298
Economy & Place - Transport, Highways & Environment	8	-3,645	15,447	1,493	3,645	48,002	-1,000	28,714	22,663	17,065	0	6,225		131,891
Economy & Place - Regeneration & Asset Management	16	-4,122	16,399	0	4,020	18,964	0	860	220	220	0	220		36,663
Customer & Corporate Services - Community Stadium	0	-2,435	4,849	0	2,435	29,237	0	3,305	0	0	0	0		37,391
Customer & Corporate Services	293	-882	1,553	0	882	2,203	0	250	250	250	0	200		4,506
Customer & Corporate Services - IT	0	-644	1,166	0	644	4,534	0	2,320	1,435	1,770	0	1,970		11,225
<b>Total by Department</b>	2,767	-20,544	70,809	2,793	25,442	156,949	-1,000	63,537	50,208	44,073	-5,000	19,994		385,576
<b>TOTAL GROSS EXPENDITURE</b>	2,767	-20,544	70,809	2,793	25,442	156,949	-1,000	63,537	50,208	44,073	-5,000	19,994		385,576
<b>TOTAL EXTERNAL FUNDING</b>	-223	-7,372	31,391	344	7,520	74,372	0	45,653	36,554	31,152	-250	12,068		219,122
<b>TOTAL INTERNAL FUNDING</b>	2,990	-13,172	39,418	2,449	17,922	82,577	-1,000	17,884	13,654	12,921	-4,750	7,926		166,454

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**Executive****21 June 2018**

Report of the Director of Customer and Corporate Support Services  
(Deputy Chief Executive)

Portfolio of the Leader of the Council

**Finance and Performance Outturn 2017/18****Summary**

- 1 This report provides a year end analysis of the overall finance and performance position. This is the final report of the financial year and assesses performance against budgets, including progress in delivering the Council's savings programme.

**Recommendations**

- 2 The Executive is asked to:
  - 1) Note the year end underspend of £620k and the unused contingency of £761k.
  - 2) Allocate the underspend of £620k and £511k of the unused contingency to the schemes outlined in paragraphs 8 to 21
  - 3) Agree to transfer the remaining contingency of £250k to the 2018/19 contingency
  - 4) Agree to fund the employment issue outlined in paragraph 63 from the reserve relating to costs for ongoing and future pay and employment claims and to delegate authority to the Director of Customer and Corporate Services to make the final payment due
  - 5) Note the financial risks outlined in the report and the need to continue to maintain a prudent contingency and reserves that is reflective of the risks set out in the report
  - 6) Note the continued effective financial management across the Council and the ongoing delivery of savings
  - 7) Note the performance information set out in paragraph 68 onward

Reason: to ensure significant financial issues can be appropriately dealt with.

## Background and analysis

### Financial Outturn

- 3 The council's net General Fund budget for 2017/18 was £119.6m and the provisional outturn position is a net underspend of £620k (excluding unallocated contingency).
- 4 This position is consistent with previous years where expenditure has been within the overall approved budget. It is also consistent with the reports during the year which, whilst highlighting a number of pressures, have also set out the clear expectation that expenditure would be within budget. It maintains the council's overall financial health and provides a strong platform upon which to meet the further financial challenges ahead. Good progress has been made with achievement of savings in the year. Whilst some areas have experienced slight delays, as set out in the report, overall progress is good and areas of delay have generally been mitigated by other savings in relevant areas.
- 5 An overview of the outturn, on a directorate by directorate basis, is outlined in Table 1 below and the key variances are summarised in the main body of the report.

2016/17 outturn		2017/18 budget	2017/18 Monitor 3	<b>2017/18 Draft Outturn</b>
£'000		£'000	£'000	<b>£'000</b>
-32	Children, Education & Communities	23,781	+253	<b>+147</b>
+724	Economy & Place	16,100	+371	<b>-204</b>
-259	Customer & Corporate Services	20,343	-200	<b>-274</b>
+191	Health, Housing & Adult Social Care	47,381	+348	<b>+285</b>
-1,166	Central budgets	12,054	-500	<b>-574</b>
-542	Sub Total	119,659	+272	<b>-620</b>
-549	Unallocated Contingency		-761	<b>-761</b>
-1,091	Total	119,659	-489	<b>-1,381</b>

Table 1: Finance overview

- 6 Whilst the year end position is positive, there remain considerable financial challenges looking ahead into 2018/19 and beyond. The February 2018 budget council report approved some £5m of savings in 2018/19 and progress in delivery of the savings, as well as dealing with underlying issues experienced during 2017/18, will again require careful monitoring.
- 7 The 2018/19 budget agreed in February 2018 provided for significant growth in adults services budgets and makes proper provision for all known cost increases. This, combined with a track record of effective budget management, gives confidence in the councils future financial stability. This financial stability, and in particular the underspend from 2017/18, allows the council to invest in key priority areas. The budget for 2018/19, both revenue and capital, already provides for investment in key services. Recently the Executive considered investment of some £1.2m in adult services. This paper now makes further proposals to invest in some other key front line services, areas we know from previous consultations that residents view as high priority. The following paragraphs outline critical investment to deliver significant front line priorities.

#### **Capital Carried Forward for Highway Repair**

- 8 Recognising that the recent severe winter with higher than average freeze thaw events has had a negative effect on the road surface in general, it is proposed to bring forward £1m from the 2019/20 budget to invest in a larger programme of resurfacing to the worst roads in the city. The roads that will be addressed will be determined in the usual manner by the Director of Economy and Place

#### **Footpath Repairs £100k**

- 9 A similar programme of additional work to the reserve schemes on the resurfacing of footpaths of £100,000. The footpaths that will be addressed will be determined in the usual manner by the Director of Economy and Place.

#### **Additional pothole team £250k**

- 10 This would focus on the emergency element of road maintenance ensuring both emergency temporary repair as well as programme of more permanent pot-hole repair is prioritised. This will increase the funds available for basic maintenance and potholes from £832k to £1,072k. This will double the amount of permanent repairs that take place across the city and speed up the tackling of the current backlog.

#### **Enforcement £50k**

- 11 Ensuring our streets are safe particularly for the most vulnerable in our community is a priority. As such this investment will see a focus on enforcement around inconsiderate and dangerous parking around schools. The parking on grass verges around the city is a frustration for many, whilst members recognise the work undertaken by scrutiny that this is not

easy this officer will also work with the police and identify locations issuing warnings.

### **Pride in York – Forgotten Corners £200k**

- 12 £100k to be used to extend the highly successful “Growing Green Spaces Fund” administered for the Council by York CVS. The fund is available to voluntary and community groups who wish to work in partnership and develop innovative ideas on how to sustain and develop our green spaces in future. It aims to:
- Build on the good activity that’s already being undertaken by individuals, volunteers and organisations across the city’s green spaces
  - Build new delivery partnerships
  - Support the development of new volunteers, enabling them to feel more connected to the green spaces and to play an active role in taking care of them now, and in the future

This additional funding will:

- Enable the scheme to expand beyond the existing 5 parks and gardens, to forgotten corners of the city.
  - Ensure that a broader range of spaces are of high quality, visually appealing and accommodate a range of events and activities taking place involving local communities
- 13 **£100k** to be used as a grant pot to support those existing organisations, including friends groups and those who have taken on asset transfers from the Council, to deliver specific improvement projects. The fund will also be open to wards and parish councils who wish to bid for match funding to increase the value and impact of projects that they are supporting.
- 14 These two funds can work together to fund both the initial improvement of a piece of land, putting it in good order, and also the ongoing volunteering and community involvement that will maintain and develop it. The funds might be used, for example, to help YACIO, the new York allotment charity, to bring derelict land into use as allotments or to support the “Pocket Parks” initiative that previously saw the former churchyard of All Saints Pavement transformed. Examples of sites that might benefit in the future are North Street Gardens, Clifton Green, and the land at the junction of Gillygate and Lord Mayor’s Walk.

### **Pride in York – Campaigns £100k**

- 15 York Bloom! York’s first horticultural festival from 5-8 July is going to have a major impact in bringing the city’s planting to life. It is imperative that we sustain the benefits after the festival has finished and maintain the momentum in future years. This fund, to be administered by Make it York (who are delivering Bloom!) will create a campaign that will sustain the

benefits of Bloom! and encourage and help facilitate a high standard of planting and floral displays in the city centre all year round. This might, for example, enable the return of a York in Bloom type competition and awards as well encouraging innovative and sustainable planting. It would be proposed that this fund be operated over 3 years in order to maximise the benefit.

**Pride in York CYC Direct – £100k**

- 16 In a year where we are celebrating the horticultural history of the city the Council also needs to play its part, this fund will increase the number of floral displays for next spring and fund new replacement “Welcome to York” signs at key gateways.

**Street Cleaning / Litter Picking - £136k**

- 17 Given the impending changes to limit vehicles in the city centre during foot street hours the way the Council maintains and cleans the city centre needs to change, but also recognising that getting the basics of a clean and smart city is crucial to the success and appeal of York. Investing additional resource will see two additional street cleaners with pedestrian mechanised barrows. An additional member of staff will also be employed to support the above programme to ensure we keep on top of litter bin emptying in the city.

**Economic Development District Shopping Districts (£75k)**

- 18 The administration agreed to a capital budget of £100k from the Economic Infrastructure Fund to support Economic Growth within the shopping districts of Haxby and Acomb. Following discussions with the Executive Member it has become apparent that the majority (£75k) of proposed funding of grants to businesses in the areas are not capital. It would be possible to fund this work from the underspend and transfer the capital into the City Centre Access budgets.

**Remove Charges for recycling boxes - £20k**

- 19 The charge for replacement recycling boxes is a frustration for residents and does not incentivise recycling. It is therefore proposed that when residents ring to request a recycling box they are given an option to pay and have it delivered or they can collect for free. The number of free boxes will be limited to a maximum of two per year.

**Educational Attainment Gap - £100k**

- 20 Despite our collective work in York we are finding it hard to consistently improve outcomes for disadvantaged children across all age phases. The evidence from both national and international research suggests that the most sustainable way for us to close the attainment gap will be to focus on improving the outcomes of disadvantaged children in the early years. The allocation of additional resources will create the capacity to co-ordinate a city wide social mobility strategy to improve attainment outcomes at the

end of the early years foundation stage. This will be achieved through a dedicated Social Mobility Project co-ordinator who will work with a steering group drawn from settings and schools to improve school readiness through:

- Implementing 'Easy Peasy' a digital intervention to develop family engagement and resilience currently being trialled by the Education Endowment Fund
- Implementing a speech and language intervention to develop early language skills - a significant factor in the early years attainment gap;
- Working with Early Excellence to develop a programme of professional development to improve teaching and learning in the early years;
- Learning from and sharing best practice from other areas through the development of the Shared Foundation Partnerships to support more effective transitions in the early years.

### **Total Cost**

- 21 The total cost of these proposals is £1,131k, which it is recommended be funded from the in year underspend of £620k and £511k of the unused contingency. The proposals set are one off in terms of their use of one off resources. Should members wish to continue some of the items on an ongoing basis these will need consideration as part of the Budget report in February 2019. It is also recommended that the remaining £250k balance of the unused contingency is added to the 2018/19 contingency.
- 22 There is a report due back to Executive later in the year in response to the Council Motion agreed at March Council considering how the council addresses fly tipping and to consider reduced charges for waste services. It is proposed that some of this funding added to contingency may be required to address those issues.
- 23 The following sections provide further information on the financial outturn of each directorate.

### **Children, Education & Communities**

- 24 The outturn shows an overspend of £147k, an improvement from the Monitor 3 report.
- 25 Children's Social Care staffing budgets have overspent by a net £250k, mainly due to expensive agency staff being used to cover important but hard to fill social worker posts. Also, as reported to Staffing & Urgency Committee in July, additional unbudgeted costs of £38k have been



incurred this year paying 'golden hello' and 'golden handcuff' payments to new and existing staff in the referral and assessment team, along with a major social work recruitment advertising campaign estimated at £40k. This should result in a reduction in costs going forward.

- 26 In respect of Looked After Children there is a net overspend on placement costs of £259k, including £225k on fostering and £206k on Adoption and Special Guardianship Order allowances. This is offset by a net underspend of £182k on out of city placements .
- 27 There is a net overspend of £198k within The Glen and disability short breaks budgets, due mainly to delays in implementing the new model of provision for children with the most complex needs that was planned to deliver a budget saving in 2017/18.
- 28 Within the Dedicated Schools Grant (DSG) funded Special Educational Needs budgets there is a net underspend of £294k. This is mainly due to savings on out of city education placements in light of the on-going efforts to support as many young people as possible in York.
- 29 A major milestone was achieved in the Specialist Therapeutic Short Breaks project when the City of York Council Executive agreed the investment needed to build a centre of Excellence on the site of Windsor House with part of the provision to be co located on Hob Moor School playing fields. Design Architects, a Quantity Surveyor and a Project Manager have been appointed to progress the project to the next stage of an outline business case. The anticipated completion date has been agreed for January 2020.
- 30 Local Area Teams budgets have underspent by £397k, mainly due to the early delivery of the full £1.4m saving in advance of the final £300k budget being removed from 2018/19.
- 31 There is a net underspend of £248k within other Education & Skills staffing budgets due to a number of staffing vacancies within the Skills, Effectiveness & Achievement and Early Years Learning & Welfare teams.
- 32 Within schools funding & assets, an overspend of £330k is mainly due to additional high needs costs of £917k, including £599k for Danesgate alternative provision, £239k for special schools and £207k for post 16 colleges, offset by reduced costs of £128k in mainstream schools and a carry forward of surplus DSG from 2016/17 that is £266k higher than budgeted for.
- 33 A number of other minor variations make up the overall directorate position.

## Economy & Place

- 34 The outturn position for Economy & Place is an underspend of £204k, an improvement from the Monitor 3 report. This is primarily due to additional income within commercial property and waste disposal and staff savings across various service areas. These savings offset cost pressures within Waste services and Public realm.
- 35 Overall income from council car parks was broadly in line with budget. Transactions across the car parks were down by 1.8% compared to 2016/17 whereas income was 4.3% higher. There was a shortfall in Penalty Charge Notice income (£25k) but this was against an increased (additional £75k) income budget due to 2017/18 savings. In addition there were one-off costs associated with the coin upgrade (£26k) along with other additional IT related operational costs (£51k). These overspends were offset by a £105k business rates refund for Marygate car park.
- 36 There was an overall overspend on Waste Services totalling £23k however there are significant variations within this overall total. There was an overspend (£469k) in waste collection. The additional costs were made up from high sickness levels across the service requiring the need for additional temporary staff. Vehicle costs were also above budget as repairs were higher than expected and led to need to hire additional vehicles. The operational issues within waste collection also led to a higher than budgeted cost of co-mingled recyclate (£116k). Further work will be completed in 2018/19 to address these cost pressures. There were savings in waste disposal and Household Waste Recycling Centres from the Teckal arrangement (£95k), increased recycling rebate (£340k) and a saving from lower waste PPP costs and Yorwaste loan interest (£167k). Additional costs of £430k were incurred as part of commissioning at Allerton Park prior to service commencement and these were charged to the Waste Reserve in accordance with the budget strategy.
- 37 The council spent a total of £581k on Winter Maintenance compared to a budget of £400k resulting in a £181k overspend. There were a total of 108 treatments across the network during the year which was a significant increase on the average of 75. The additional expenditure was funded by the higher than forecast income on the civils trading account from the delivery of an increased level of capital works.
- 38 There were overspends of £251k on Automatic Number Plate Recognition enforcement, primarily related to the period when warning letters were issued where expenditure was incurred without any corresponding income. There was also an overspend of £174k on CCTV arising from increased staffing cover and failure to meet target for raising external income. For

both ANPR and CCV services growth of £200k was approved in the budget for 2018/19 which will mitigate these pressures going forward.. These overspends were offset by mitigating savings from the West Yorkshire Transport Fund levy budget (£103k), £106k saving on concessionary travel due to lower than expected passenger numbers linked to the poor weather, £79k from the use of external/capital funding, additional income from Leeds City Region (£54k) and mitigating savings across road safety activities (£51k)

- 39 Planning income had been forecast to be below budget for much of the year however there was a significant increase in activity in the final quarter as well as an increase in fees and the outturn was in line with budget. The overspend was primarily due to the costs of the planning inquiries for British Sugar (£130k) and Clifford's Tower (£30k).
- 40 The staffing review across Policy teams and Economic Growth resulted in vacancies within the team for much of the year. As part of the restructure future years savings were delivered early resulting in an overall underspend of £193k.
- 41 A number of other minor variations make up the overall directorate position.

### **Customer & Corporate Services**

- 42 The outturn position is an underspend of £274k, an improvement from the Monitor 3 report.
- 43 The main variations include underspends across a range of services due to staff vacancies and early achievement of savings including finance (£271k), business support (£105k), business intelligence (£84k) and debtors and council tax administration (£42k). Further efficiencies have been achieved on goods and services within facilities management (£51k). Despite the need to carry out emergency repair work at the crematorium, income has still exceeded the budget by £58k. These underspends have been offset by pressures in democratic services due to the additional costs of civic events (£43k) and electoral services (£67k) due to the costs of electoral registration following the implementation of individual registration. Previously reported pressures in customer services due to the delayed delivery of staffing savings have continued resulting in an overspend of £91k. Finally, there has been a shortfall in income within registrars (£112k) predominantly due to the temporary closure of the Registry Office for refurbishment during the year. A number of other minor variations make up the overall directorate position.

### **Health, Housing & Adult Social Care**

- 44 The outturn position shows a net overspend of £285k, a small decrease from the Monitor 3 report.
- 45 The hospital was unable to open and staff extra wards as it would ordinarily over the winter period and, along with an unusually bad flu season, this presented a difficult time for ASC. We assisted the system by block booking 8 residential beds (£98k), putting extra staff on over the weekend to facilitate customer discharge (£28k) and securing additional home care (£28k). This allowed capacity to be released in the hospital to accommodate the additional numbers attending Accident & Emergency.
- 46 Some of these interventions will continue into 2018/19, funded through the Improved Better Care Fund (IBCF) or from the £800k contingency set aside in the budget for adult social care. The council has received a letter from the DCLG directing us to use £690k of next year's IBCF on easing pressures on the NHS so these initiatives will help us clearly demonstrate that we are committed to this goal.
- 47 There was a small underspend on the carers' budget of £149k. This was due to some spend formerly paid as a contract being procured on an individual basis from the home care budget.
- 48 The Small Day Services, a series of council run day support options for customers, underspent by £179k due mainly to staffing vacancies (£109k), running costs (£29k) and an overachievement of income across the services (£41k). This area is expected to make £200k in savings over the next two financial years so the same value of underspend will not be available to offset other departmental pressures in the future.
- 49 There is an overspend of £194k on staffing in the Independent Living Community budget due to use of Work with York and external agency staff. Some of the beds have been used as intermediate care beds to alleviate the pressure on the hospital and this is in addition to Step Down beds funded through the Better Care Fund (BCF) in Haxby Hall and externally provided. We are reviewing the staffing structures to ensure the correct level of budget has been transferred from that released by reproviding our older person accommodation.
- 50 There is a continuation of the 2016/17 overspend forecast for LD external residential placements of £444k. Some high cost customers did not move into supported living schemes as expected. In addition Older Persons' external residential care overspent by £374k due to having more customers than budgeted for and securing 8 beds over winter to ensure people could be discharged in a timely manner from hospital.
- 51 The Older Persons' Home budget overspent by £273k due to a reduction in customer income as the service is modernised and as services reduced

their capacity pending the outcome of formal consultations regarding future use. This overspend has been funded from the capital receipts generated by the sale of homes in 2017/18, as permitted by new powers introduced in 2016/17's budget. This was always assumed in the financial planning around the Older Person's Accommodation Project and does not affect the anticipated saving when the project is complete.

- 52 The Supported Living budgets overspent by £151k, largely due to the average cost per customer in P&SI supported living placements being £3k p.a. higher than was assumed when the budget was set.
- 53 The Deprivation of Liberty Safeguarding (DOLS) budget underspent by £142k. The Council now employs Best Interest Assessors and has reduced its reliance on more expensive, external providers.
- 54 There was a net projected overspend on substance misuse contracts following Lifeline going into Administration at the end of May 2017 (£121k for June contract costs). Until we know whether there will be a return of funding from the Administrator we are using reserves to cover the additional cost.
- 55 A number of other more minor variations make up the overall directorate position.

### **Housing Revenue Account**

- 56 The Housing Revenue Account budgeted to make a surplus of £5.2m in 2017/18 and the draft outturn position shows a surplus of £6.7m, an increase of £1.5m.
- 57 There has been an overspend of £182k on repairs and maintenance. This is lower than that forecast at Monitor 3 and is partly due to an additional charge of void works to capital (£252k) and underspends on project work, surveys and decorating allowances. There has been a further reduction in the use of subcontractors £1m in 2017/18 compared to £1.2m in 2016/17. However this needs to reduce further in order for the service to be within budget in 2018/19.
- 58 General management costs have underspent by £440k, of which £139k relates to support services, £100k for stock condition surveys because work was not completed within the year due to workload pressures, £86k on one off income from works on leasehold properties and £115k saving on utilities. Slippage of capital expenditure has resulted in the expected contribution to the capital programme from the revenue budget being reduced by £1m. Whilst there has been an increase in the level of arrears and the bad debt provision has increased, this was still £210k lower than budget.

- 59 Rental income was £152k lower than budgeted, £30k of which related to Ordnance Land due to a higher number of voids pending the opening of James House.
- 60 As a result of these variations, the working balance position at 31 March 2018 is £29.4m compared to the £27.8m forecast in the latest business plan. The working balance is due to increase to £46m by 2024/25 when the first tranche of debt taken out as part of the self financing settlement is due to be repaid.
- 61 The increased working balance will fund the reprofiled capital programme work of £599k and £100k on stock condition survey work.

### **Corporate Budgets**

- 62 These budgets include treasury management and other corporately held funds. Significant slippage in the capital programme has been reported in the Capital Outturn report also on this agenda with some £20m that was expected to be spent during the year now proposed to be spent in 2018/19 and 2019/20. This delay in spending has an impact on the treasury budgets resulting in lower interest payments/debt repayment. This, along with lower than anticipated costs of pensions, has resulted in a net underspend of £574k.
- 63 Members will be aware of the recent court case regarding a claim from a former schools employee. The courts have recently found in favour of the claimant and have ordered the Council to pay compensation. At the time of writing, the final payment due is not yet known, but is likely to be in the region of £711k. Funds of £1.1m are set aside in the ongoing and future pay and employment issues reserve. This reserve was originally created to deal with equal pay claims. Since the time limit on these claims has now passed, these funds are available to fund this claim. Executive is asked to approve the use of this reserve to fund the payment due and delegate authority to the Director of Customer & Corporate Services to make the payment.

### **Reserves and Contingency**

- 64 The February 2018 budget report to Full Council stated that the minimum level for the General Fund reserve should be £6.4m (equating to 5% of the net budget). At the beginning of 2017/18 the reserve stood at £8.1m and, as part of the budget report, approval was given to maintain this level of reserve in 2018/19 thus giving some headroom above the minimum level to take account of the continued risks facing the council, in particular the scale of future reductions on top of those already made. In addition, the budget report outlined significant risks associated with major capital



projects, reduction in New Homes Bonus and health budgets. The report also contained a strong recommendation that revenue reserves should be increased over the next couple of years, in recognition of the current risks the council faces.

- 65 On the general contingency, the Executive was advised within the Monitor 3 report that there remained an unallocated balance of £761k and that it was being assumed this remaining balance may be needed to support some of the general pressures outlined in the Monitor 3 report. As the position has improved at outturn, this has not been necessary and proposals for the use of some of the unallocated contingency and the 2017/18 underspend are included within this report. It is proposed that the remaining £350k of the unused contingency is added to the 2018/19 contingency.
- 66 If approved, the transfer outlined above along with the base budget of £500k would take the balance on the general contingency to £850k. The level of reserves will remain at £8.1m.

### **Loans**

- 67 Further to a scrutiny review, it was agreed that these quarterly monitoring reports would include a review of any outstanding loans over £100k. There are 2 loans in this category. Both loans are for £1m and made to Yorwaste, a company part owned by the Council. The first was made in June 2012 with a further loan made in June 2017 as agreed by Executive in November 2016. Interest is charged on both loans at 4% plus base rate meaning currently interest of 4.5% is being charged. All repayments are up to date.

### **Performance – Service Delivery**

- 68 The Performance Framework surrounding the Council Plan for 2015-19 launched in July 2016 and is built around three priorities that put residents and businesses at the heart of all Council services.
- 69 The Council Management Team and Executive have agreed a core set of thirty indicators to help monitor the council priorities and these provide the structure for performance updates in the following sections. Some indicators are not measured on a quarterly basis. The DoT (Direction of Travel) is calculated on the latest three results whether they are annual, quarterly or monthly.
- 70 Of the 15 strategic indicators where new annual data has been provided since the last reporting year, the following have seen improvements:

- % of panel who agree that they can influence decisions in their local area
- % of panel satisfied with their local area as a place to live
- Overall Customer Centre Satisfaction
- Delayed Transfers of Care from hospital which are attributable to adult social care
- Number of days taken to process Housing Benefit new claims and change events
- Median earnings of residents
- % of panel who give unpaid help to any group, club or organisation
- PDR completion
- % of external calls answered within 20 seconds

### **‘Best Place to Live’**

71 In March 2018, York gained national recognition when the Sunday Times named the city as the best place to live in the UK for 2018. This position has been cemented by its rich history and its ambitions to be one of the best-connected hubs in Europe. The city has the fastest broadband download speeds in the country, it homes innovative companies and many of the cities top attractions have been revamped in recent months.

### **Thriving Places Index**

72 The Happy City Thriving Places Index also recognised York as a top quartile performer. The Index measures the ‘drivers of wellbeing’ in 150 areas in the country including health, income, education, economy, place, recycling and emissions. These drivers are also reflected in the One Planet York framework, which is supported by partners across the city. York scored well for education and learning (4th highest in the country), participation (based on volunteering levels and voter turnout) (3rd highest nationally) and health and low levels of risky behaviour (2nd highest nationally) and has high levels of employment. Overall, the city was rated in the top 16% of most ‘liveable’ places in the UK.

		2015/16	2016/17	2017/18	DoT	Benchmarks		
Service Delivery	A Council That Listens to Residents	% of panel who agree that they can influence decisions in their local area	NC	25.65%	26.87%	➡	National Community Life Survey: 26.5%	
		% of panel satisfied with their local area as a place to live	NC	89.84%	89.94%	➡	National Community Life Survey: 78%	
		% of panel satisfied with the way the Council runs things	NC	65.54%	62.13%	➡	National LG Inform: 64%	
		Overall Customer Centre Satisfaction (%) - CYC	91.54%	92.48%	93.13%	➡	NC	
	A Focus on Frontline Services	Children Looked After per 10k (Snapshot)	53	55	52.16	➡	National: 62 Regional: 67	
		Number of Incidents of ASB within the city centre ARZ	2,305	2,175	NC	➡	NC	
		Household waste recycled / composted - (YTD)	42.80%	44.00%	46.00% (Q3)	➡	National: 43% Regional: 42.2%	
		Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population (YTD Average) (New definition for 2017/18)	6.9	7.49	6.5	➡	NC	
		% of panel confident they could find information on support available to help people live independently	NC	65.46%	64.81%	➡	NC	
		Proportion of adults in contact with secondary mental health services living independently, with or without support (YTD Average)	28.50%	39.21%	70.42% (Jan 18)	↑ Good	National: 58.6% Regional: 64.7%	
		% of physically active and inactive adults - active adults	69.83%	70.20%	69.40%	➡	National: 60.6% Regional: 59.4%	
		Average Progress 8 score from KS2 to KS4	0.04	0.11	(Avail Oct 18)	➡	National: -0.03	
		Number of days taken to process Housing Benefit new claims and change events (DWP measure)	5.87	5.58	3.20	↓ Good	National: 9 days	
		A Prosperous City for All	%pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - (Snapshot)	32.00%	(Avail 2018)	(Avail 2019)	➡	National: 24.5% Regional: 27.6%
	Median earnings of residents – Gross Weekly Pay (£)		£496.00	£508.1	£519.3	↑ Good	National: £552.7	
	Net Additional Homes Provided - (YTD)		1,121	977	1036 (Q2)	➡	NC	
	Business Rates - Rateable Value		NC	£247,348,791	£254,662,152	➡	NC	
	One Planet Council - All Resources - Total CO2 (t)		NC	NC	NC	➡	NC	
	% of panel who give unpaid help to any group, club or organisation		NC	64.30%	66.22%	➡	National Community Life Survey: 62.7%	
	Organisational Health Check	Performance	Red rated Major Projects - CYC	0	1	1	➡	NC
			Amber rated Major Projects - CYC	5	5	6	➡	NC
			Overall Council Forecast Budget Outturn (£000's Overspent / -Underspent)	-£876	-£542	-£620	↓ Good	NC
		Employees	PDR Completion (%) - CYC - (YTD)	59.00%	75.90%	90.40%	↑ Good	NC
			Staff FTE - CYC Total (Excluding Schools) - (Snapshot)	2,104	2,071.6	1972.2	➡	NC
			Average sickness days lost per FTE - CYC (Excluding Schools) - (Rolling 12 Month)	10.1	10.2	11.5	➡	CIPD (Public Sector:) 8.5 days
			Voluntary Turnover (%) - CYC Total (Excluding Schools) - (Rolling 12 Month)	7.00%	7.60%	7.66%	➡	NC
Customers		% of external calls answered within 20 seconds - CYC	88.15%	89.01%	89.75%	↑ Good	SSAC Industry Standard: 80%	
		% of complaints responded to within 5 days	-	75.40%	(Avail July 18)	➡	NC	
		FOI & EIR - % In time - (YTD)	95.60%	93.14%	89.20%	➡	NC	
	Digital Services Transactions / Channel Shift			Narrative Measure	➡	NC		

NC = Not due to be collected during that period,  
Benchmarking: N - National, R - Regional

## **A Council That Listens to Residents**

- 73 The council carries out a number of consultation and research activities throughout the year, including: annual surveys, statutory research, one-off pieces of research and using Talkabout, our citizens' panel, which is comprised of a representative sample of around 1,000 York residents who are invited to complete a bi-annual survey to capture a variety of resident satisfaction measures across all areas of council business.
- 74 To ensure that a wide range of views and opinions are gathered, a number of different methods are used including; face to face drop in sessions, postal and web based surveys, focus groups and workshops.

### **% of residents who agree that they can influence decisions in their local area - this measure gives an understanding of residents' recognition about how we are listening and reacting to residents views**

- 75 The latest national figure of 27% (Community Life Survey 2016/17) is consistent with the 27% of respondents to the latest Talkabout survey in York who agreed that they could influence decisions in their local area.

### **Local Plan Consultation**

- 76 York's Local Plan has been subject to substantial city-wide consultation including responses received to the Pre Publication Draft Local Plan consultation held in the autumn. A further six week consultation took place during February and March to give residents a final opportunity to comment on the Publication Draft which is the result of extensive studies and consultation with residents, landowners, developers and statutory bodies. Comments made during this consultation were submitted directly to the government to be considered by a Planning Inspector at an Examination in Public.

### **Budget Consultation**

- 77 The Budget Consultation for 2018-19 launched on 13 October 2017 and closed on 15 December 2017 with 828 residents and businesses participating. 430 completed the online survey with 398 returning the Our City paper version.
- 78 The results showed that:
- 45% of respondents thought providing services more efficiently would help balance the Council's budget; 34% thought that council tax should be increased; 16% favoured increased charges for services and 5% opted for reduced services

- 82% agreed that maintenance and upkeep of schools was a priority area for investment; 81% agreed that maintenance and development of highways was a priority; 78% thought that maintenance and refurbishment of parks, play areas and libraries was a priority
- 55% of respondents believed that funding for adult social care should be increased; 68% of respondents thought that funding for waste and recycling services should remain the same

79 Some of the outcomes of the budget consultation that were agreed at the meeting of Budget Council on the 22<sup>nd</sup> February 2018 were;

- A proposed council tax increase of 1.99% in 2018/19. In addition, an additional increase of 1.5% in line with the government's social care precept, which provides support for social care
- £2.16m to fund adult social care, including covering the cost of adults as they transition from Children's Services
- Revenue savings of £4.97m in 2018/19
- Investment in key priority front line services
- Growth in Education Psychology to support specialist staff working with children with special education needs and disabilities
- Growth of £759k to cover unavoidable contractual price increases mainly in waste services, concessionary fares and children's services
- £800k to fund an increase in the contingency budget to be used for adult social care, on particular winter pressures and delayed transfers of care
- One off investment of £373k to fund the continued development of the Local Plan

### **Library Consultation**

80 The library public consultation concluded on the 14th February 2018 after 14 weeks. The consultation reached over 1,600 people and the results are being analysed with these being presented to a scrutiny committee in March 2018. The results will be used alongside existing performance data to formulate a strategic assessment for need. This will be used to inform the service specification for the procurement process to secure a library operator from April 2019.

81 Other consultations active during Q4 include:

- Housing Allocations Policy – The council are looking at changing this policy which decides who should be offered council and Housing Association properties in York
- Oakhaven Extra Care Development – The council asked for feedback about an 'extra care' development on the site of the Oakhaven Older

Persons' Home on Acomb Road. The feedback received will help shape the final plans prior to submitting the formal planning application.

- York Outer Ring Road – Comments were invited on proposals to reduce congestion on York's Outer Ring Road. Submitted comments were reviewed prior to the decision on the final road layout being made at an Executive Member for Transport and Planning Decision Session.

**% of residents who have been actively involved in redesigning and delivering services - this measure gives an understanding of residents' recognition about how they are involved in service redesign**

- 82 Community forums for a number of the major planning projects have been setup in order to discuss, listen and communicate with residents the plans and progress of these schemes.

**Future Focus**

- 83 As part of the Adult Social Care Future Focus project, a community engagement event was delivered in early February. The event introduced the ideas and principles of Community led support and received immediate feedback and engagement from people in the community. The event raised awareness of the innovation site proposal and looked to establish a brand for the hubs. The first innovation site was identified as Lidgett Grove Community Cafe and the first meetings took place in March 2018. Attendees were drawn from assessment waiting lists and new customers were encouraged to drop in to the event. An evaluation meeting was held after the session and there were positive outcomes for customers in terms of signposting and access to services.

**Voice of the Children**

- 84 The Youth Council Outreach and Engagement Group have been invited to work with SENDIAS to support outreach sessions to provide children and young people with SEND, information about their rights. The group have also been asked to support the Micklegate Neighbourhood Forum voice event in June and have been invited to attend Manor CE School to talk to the Politics and Debating Society to inform them about the work of the Youth Council and how they can get involved.
- 85 The Youth Council have continued to work closely with the York Central Partnership (YCP) to provide views on the York Central Development, which has involved the YCP attending Youth Council sessions as well as the Youth Council attending external consultation sessions at York Railway Museum. There has been continued consultation with My Castle



Gateway (MCG) in relation to the Castle Gateway Masterplan. This has involved walk about sessions and MCG attending Youth Council sessions.

- 86 The Youth Council has been writing letters to the council and local councillors to inform them of feedback and issues raised as a result of the Primary and Secondary voice events. The Youth Council has received some positive responses and will continue to raise issues as they arise. Members of the Youth Council attended Scarcroft Primary School to present the first Minding Minds Bronze award to pupils in recognition of the school's commitment to improving pupils' mental health and wellbeing. Schools are asked to work with pupils to identify areas which could have a positive impact and develop plans to bring about those improvements.
- 87 Joint sessions have been held with Young Carers and Show Me That I Matter to provide feedback on the young person's version of the Voice and Involvement strategy and the CYC Safeguarding Board website. The session was a huge success resulting in young people from each group wanting to do more sessions together in the future.

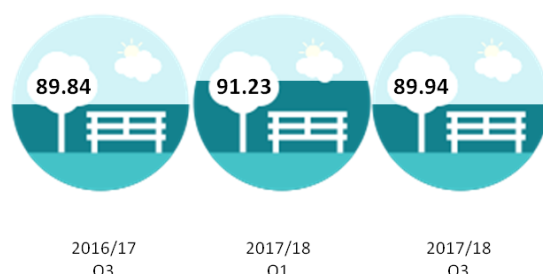
**York Central**

- 88 A 'Festival of York Central' is planned to ensure that residents are actively involved in shaping their city. The York Central Exhibition will be based at the National Railway Museum between 21st March and 27th April and will remain constant throughout except for the many post-it note contributions people are making, annotating the boards with their questions, views and ideas.
- 89 Alongside the exhibition many events are being held. Based at the National Railway Museum but reaching out into York Central, the neighbouring communities and the rest of the city, the project team will be working with the masterplanners Allies & Morrison and York Central Partnership to use the current thinking behind emerging masterplan ideas as a springboard to develop richer and deeper thinking about York Central. Events are based on the emerging broad themes around Public Space, Living, Working and Moving around York Central.

**% of residents satisfied with their local area as a place to live - this measure gives an understanding of residents' views about the area and the quality of their ward / neighbourhood**

- 90 The results from the latest Talkabout survey showed that 92% of the panel were satisfied with York as a place to live and 90% with their local area. There were non-statistically significant reductions compared to the previous

% of panel satisfied with their local area as a place to live



survey results but satisfaction levels continued to be significantly higher than the latest national figures of 78% (Community Life Survey 2016/17) and 81% (Local Government Association Poll May 18).

- 91 86% of respondents to the latest Talkabout survey agreed that it was important to feel they belong to their local area with 75% agreeing that they did belong. These non-statistically significant reductions from the previous survey are still significantly higher than the National benchmark scores of 62% in the Community Life Survey 2016/17 and 69% from LG Inform.
- 92 The next version of the Talkabout Survey was sent to the panel during April 2018 and the results will be published in the Q1 18/19 Monitor.

### **Highway and Transport Services**

- 93 In 2017, a National Highways and Transport survey took place to collect public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas. It is a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing and the potential to improve efficiencies by sharing good practice. York scores particularly well against its regional comparator group in key benchmark indicators such as pavements and footpaths (63% locally against 58% regionally); cycle routes and facilities (64% locally against 51% regionally), road safety (63% locally against 57% regionally) and the management of roadworks (57% locally against 52% regionally). York scores poorly against its regional comparator group in key benchmark indicators for traffic levels and congestion (41% locally against 46% regionally) and ease of access for people with disabilities (65% locally against 66% regionally).

### **% of residents satisfied with the way the Council runs things - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

- 94 The latest Talkabout survey showed that 62% of respondents were satisfied with the way the Council runs things. This was a non-statistically significant reduction compared to the previous survey results but satisfaction levels continue to be similar to the LG Inform benchmark figure of 64% for February 2018. The Council aims to deliver financial sustainability whilst improving services and outcomes for York residents and 45% of respondents agree that the Council provides value for money which is similar to the LG Inform benchmark figure of 48% for February 2018.

**% of residents who think that the Council and partners are doing well at improving the quality of streets/public spaces - this measure gives an understanding of residents' satisfaction with frontline service delivery and the Council's responsiveness to residents' views**

- 95 The latest Talkabout survey showed that respondents believe that the council was doing well in conserving York's heritage and helping to reduce household waste but panellists thought that the Council and partners could do more to improve the quality of streets/public spaces.

**Overall Customer Centre Satisfaction (%) - CYC - (being replaced with Digital service satisfaction 2017) - this measure gives an understanding of the quality of our face to face, phone and front office customer services (and in future our digital services through the CYC website)**

- 96 Customer Satisfaction remains high in Q4 with 94% of people rating the service as either good or very good.

### **A Focus on Frontline Services**

**Number of Children Looked After - this measure gives an understanding of the efficiency and effectiveness of a key front-line service which has impacts on vulnerability and the life chances of children**

- 97 There were 193 children and young people in care at the end of March 2018. This evidences a continued consistency of practice and need, against the national trend of increasing looked after numbers.
- 98 The Children and Social Work Bill 2017 confers a new duty on Local Authorities to work with care leavers up to the age of 25. This redefines the Corporate Parenting role and requires Local Authorities to provide a Care Leavers Offer.
- 99 In York, we usually work with a cohort of around 100 care leavers. From 1<sup>st</sup> April 2018 we will be extending our service to provide assessment and support to care leavers up to aged 25. The increase in work is likely to be around 30% based on feedback from Local Authorities who have already opened their offer to post 21. In York, this would be equivalent to an increase of around 30 care leavers. We are currently writing our Care Leaver Offer which will clarify all entitlements.

### **Children in Care Council**

- 100 In 2017, *Show Me That I Matter* (York's Children in Care Council) identified mental health as a priority and decided to create a resource to help raise awareness about mental health amongst young people. Young people took part in a series of workshops with Inspired Youth and had the

opportunity to develop their creative writing skills at the same time as exploring some of the feelings and emotions that are often experienced by children and young people in care. The group identified key messages that they wanted to share with other young people and designed a booklet which they named 'You Are Not Alone'. It is planned that the booklet, which also signposts to support services, will be shared with young people when they first come into care.

### **Regional Adoption Agency**

101 The One Adoption North and Humber Regional Adoption Agency (RAA) is an agency consisting of 5 local authorities (York, North Yorkshire, Hull, East Riding, North East Lincolnshire) that have pooled together to operate at a larger scale, with City of York Council hosting. The aim of regionalising adoption is to expedite the matching process by having access to a wider array of potential adopters for children, to enhance adopter recruitment and adoption support.

102 Over the past 9 months, the North & Humber RAA have been working to share data between local authorities to monitor performance and expand the available adopters that the local authorities have access to. They are identifying best practices to utilise across the RAA, as well as increasing marketing efforts and having joint information sessions to recruit prospective adopters. From the results of the local authorities collaborating within the RAA, for the 2017/2018 financial year, the figures show that the number of placement orders for children has risen from the previous year. For the 2017/2018 financial year, the North & Humber RAA are performing better than the national average (for 2014 – 2017's data) for the Adoption Scorecard indicators.

### **Number of Incidents of Anti-Social Behaviour within the city centre - this measure gives an understanding of the impacts of Anti-Social Behaviour on Leisure and Culture and therefore the "attractiveness" of the city**

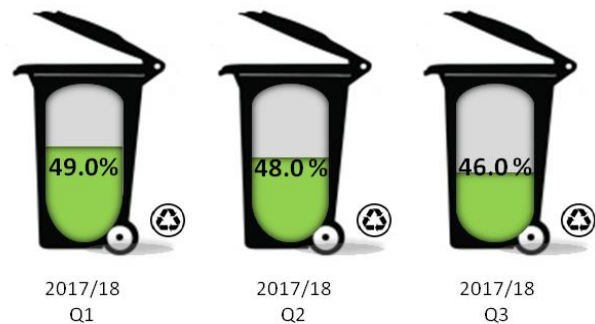
103 Keeping the City Centre Safe is a priority for Safer York Partnership and incorporates the multi-agency work to tackle anti-social behaviour. Whilst police data shows that levels of recorded anti-social behaviour has consistently fallen, public perception suggests that both residents and visitors to the city are unconvinced that this is the case. There are two issues which impact on public perception. Firstly, the city is an attractive destination for hen/stag parties from other towns/cities in the region. Because of the compact nature of York and the fact that the city centre is a mix of retail, licensed and residential properties, the inconsiderate behaviour of a minority is more obvious. Secondly, due to the large number of visitors, York is a lucrative city for beggars and this again has a visual impact. Both these issues are being addressed through a City

Centre hotspot group, delivering approaches to tackling these issues which are based on education, support for those who require it and ultimately and where necessary, enforcement.

### Household waste recycled / composted - this measure gives an understanding of a key outcome of the Council plan

104 The amount of landfill waste has reduced from 12,140 tonnes in Q2 to 11,540 tonnes in Q3. The residual waste per household has also reduced from 140kg per household in Q2 to 130kg per household in Q3.

Household waste recycled / composted  
(Year to date)



105 46% of household waste was recycled or composted in Q3 (a slight decrease on the 47% recycled during the same period in 2016/17 but an increase from 44% in 2015/16). Figures for Q4 2017-18 will be available in July 2018.

106 Figures from Defra show that in 2016-17, 43.7% of household waste was recycled in England with York having a slightly higher recycling rate at 44%. A report by the BBC highlighted that half of local authorities recycled a lower proportion of household waste in 2016-17 than in 2011-12 and the UK overall is likely to miss its target of recycling 50% of household rubbish by 2020, although recycling had still quadrupled compared with 10 years ago.

### Delayed transfers of care from hospital which are attributable to adult social care - this measure gives an understanding of how well our health and social care services are integrated

107 A delayed transfer of care (DToC) occurs when a hospital patient is deemed medically fit to be discharged, but cannot be released from hospital because they are awaiting a package of care from either the NHS and/or a local authority. The number of days that hospital patients are delayed in these circumstances are aggregated and measured to show how well NHS and local authority adult social care services are working together. Patients are recorded as having entered hospital via an "acute" (Accident and Emergency) pathway or via a "non-acute" (other method, for example by entry to a provider of mental health services) pathway.

108 The DToC national indicators were revised in April 2017 by the Department of Health and now measure overall DToC (ASCOF 2C1), DToC attributable to adult social care (ASCOF 2C2) and DToC attributable to both the NHS and adult social care (ASCOF 2C3). They all



measure the average number of beds occupied each day by patients being delayed in their discharge from hospital.

109 There continues to be a downward trend in the number of days that patients are delayed leaving hospital that are attributable to adult social care. In the year to March 2017, on average, there were 12 beds occupied each day by York residents in hospital awaiting a package of social care; in the year to March 2018 (the latest period for which figures are available), this average had reduced to 11 beds.

- Focusing on how patients entered hospital, the total number of beds occupied because of delays attributable to adult social care for patients in the “acute” pathway increased (an average of 4.86 beds per day in the year to March 2018 compared with 3.73 beds per day in the year to March 2017), mainly because of issues experienced in the autumn which are beginning to be tackled (the most recent three months shows an average of 3.9 beds per day occupied in “acute” care).
- However, there is a decrease for patients in the “non-acute” pathway which are attributable to adult social care (an average of 6.05 beds per day in the year to March 2018 compared with 8.02 beds per day in the year to March 2017) although this has been higher in the winter months and there remain issues transferring patients from TEWV accommodation.

### **Better Care Fund**

110 The Better Care Fund (BCF) provides CYC and the Vale of York Clinical Commissioning Group (VoY CCG) with finances to work together on a range of measures, including delayed transfer of care, aimed at improving outcomes for NHS and adult social care users in the City of York area. The total number of days that patients resident in York have been delayed during the year to March 2018 (the most recent data available) was 8,443 which equates to, on average, 23 beds each day occupied because of DToC, although during the most recent three-month period for which figures are available this figure was 25; this was largely due to pressures facing adult social care which are being tackled with the use of seven-day working, better integration and BCF monies. The number of delay days attributable to adult social care during the three months to March 2018 (930 in a 90 day period) was far lower than in the previous three-month period to December 2017 (1,422 in a 92 day period); this was mainly caused by reductions in waiting for packages of home care.

111 A place-based Improvement Board for York has been set up to oversee the implementation of the action plan, reporting to the Health and



Wellbeing Board. The Board will address each of the issues identified by the CQC and deliver significant improvement on the key performance indicators, including weekend discharges and reducing DTOC. The findings of the review are available on the CQC website ([www.cqc.org.uk](http://www.cqc.org.uk)).

**% of residents confident they could find information on support available to help people live independently - this measure gives an understanding of residents' ability to support themselves in line with new adult social care operating model**

112 76% of the respondents to the 2016/17 Adult Social Care survey said they found it easy or very easy to find information about services, in order to help themselves live independent lives (ASCOF measure 3D1). This score is higher than both the regional and national averages. Provisional findings from the 2017-18 Adult Social Care survey suggest that there has been a decrease in this percentage, but with still almost three quarters finding it easy or very easy to find information about services.

113 The results from the latest Talkabout survey showed that 64.81% of residents were confident that they could find information on support available to help people live independently.

**Admissions to Residential Care Homes**

114 Avoiding permanent placements in residential and nursing care homes is a good measure of how effective packages of care have been in ensuring that people regain control of their lives. Research suggests that, where possible, people prefer to stay in their own home rather than move into residential care.

- The rate at the end of Q4 2017-18 for younger adults (aged 18-64) requiring permanent residential and nursing care is higher than a year earlier, with 15.65 younger adults per 100,000 population being placed into these homes during 2017-18, compared with 11.18 per 100,000 population during 2016-17 This equates to 22 younger adults entering these homes in 2017-18, compared with 16 during 2016-17.
- For older people the rates of those assessed as needing to go into residential care during 2017-18 was lower than in 2016-17 (629 per 100,000 population in 2017-18 compared with 648 per 100,000 population in 2016-17).
- A Residential Care Panel sits weekly and scrutinises new requests for Residential Care. The key is to ensure that this is the most appropriate option for the individual.

115 We are working increasingly towards using a strength-based approach involving communities and their assets, which we hope will delay

progression of a citizen's journey towards needing 24-hour care provision and maintain them in their own home within their community. This is a longer-term view, but we hope this will mean a reduction in admissions to residential care. This is beginning to have an impact as the number of people in residential and nursing care is lower (575 at the end of 2017-18 Q4 compared with 613 at the end of 2017-18 Q3).

- 116 Proposals have been submitted to invest £1.8 million in an independent living scheme to support older people to maintain independent living. The plans include creating seven new dementia-friendly flats, introducing an enhanced level of housing and improved communal facilities. A planning application will be submitted in April 2018.

**Proportion of adults in contact with secondary mental health or learning difficulties services that are living independently - this measure gives an understanding of adults' social care users perception of their ability to support themselves**

- 117 Improving employment and accommodation outcomes for adults with mental health and learning difficulties are linked to reducing risk of social exclusion and discrimination. Supporting someone to become and remain employed is a key part of the recovery process, while stable and appropriate accommodation is closely linked to improving people's safety and reducing their risk of social exclusion.
- During 2017-18 Q4 the percentage of those with learning disabilities in employment decreased slightly to 8.3%, compared with 8.4% during 2017-18 Q3. (These figures have been revised since the previous version.
  - The percentage of those with learning disabilities living in their own home, or with family, fell slightly (this was 77% during 2017-18 Q4, compared with 78% during 2017-18 Q3).
- 118 United Response has been appointed as the main provider of services for adults with learning disabilities, helping them to live more independent lives for the new Burnholme health and wellbeing campus. They will run the activity base and support adults by providing personalised support and offering access to a range of opportunities including education, employment and independent living skills.
- 119 At the end of January 2018, the latest data available to CYC, 18.71% of all clients in contact with secondary mental health services were in employment, which represents an increase compared with the average during 2017-18 Q3 (12.75%). There has also been considerable progress during the last 12 months in obtaining suitable accommodation for this group: the position at the end of January 2018 shows that 86% were living independently, which represents a substantial increase from the average

reported during 2017-18 Q3 (69%), and from the rate reported at the end of 2016-17 (39%). These percentages are taken from information provided by NHS Digital; they had previously been provided by TEWV, the main provider of mental health services to CYC; a decision has been taken to use NHS Digital for these percentages whilst TEWV review the methodology they use for these indicators.

### **Mental Health Strategy**

120 A consultation on a new All Age Mental Health Strategy for York 2018-2023 ran between August and October 2017 and feedback from the consultation was incorporated into the latest draft of the document. The top priority highlighted within the strategy is to get better at spotting the early signs of mental ill health and to intervene earlier. The strategy expands on the joint health and wellbeing strategy 2017-2022 of which mental health is a key priority. The Health and Wellbeing Board in January 2018 agreed that the final sign off of the strategy would be delegated to the Chair of the Health and Wellbeing Board.

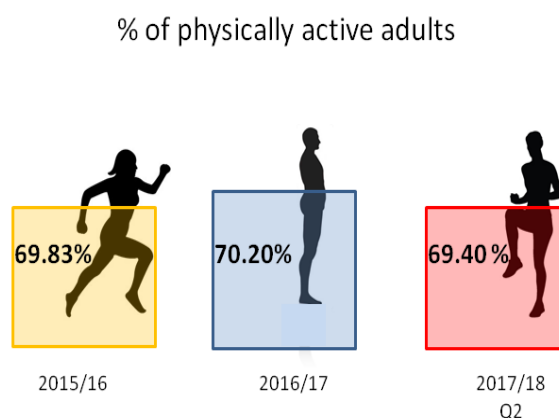
121 A new out-of-hours service for people with mental health needs opened during March 2018. The centre is part of a plan to co-ordinate health and social care mental health provision in York and Selby. The centre will provide information and support around crisis prevention and patients will be offered training, employment advice and support.

### **Work Wellness Service**

122 A new non-clinical health service called 'The Work Wellness Service' has recently been launched in North and West Yorkshire to help support people who are off work with mental health or anxiety issues. It's funded through the West Yorkshire Combined Authority and delivered by the City of York Council and is one of a small handful of services in the country focusing on people currently in work. Holistic support will be provided to help patients reconnect with employment, transition back into employment or find new work.

### **% of Physically Active Adults (to be replaced by people engaging with Wellbeing service after launch) - this measure gives an understanding of the overall health of the cities residents**

123 The latest Active Lives Survey carried out by Sport England, for the year up to November 2017, was released in March 2018. The survey was based on a sample of 488 York residents aged over 16 and the results show that levels of physical activity and sports participation in York are high. People



are classed as active if they do at least 150 minutes of moderate intensity physical activity per week and inactive if they do less than 30 minutes per week.

124 Based on this survey, a higher percentage of people are physically active (69.4%) compared with the national (61.8%) and regional (57.6%) averages and York has the highest physical activity rates in the region. Fewer people in York are physically inactive (19.6%) compared with the national (25.7%) and regional (27.6%) averages and York has the lowest physical inactivity rates in the region.

125 A higher percentage of people in York have taken part in sport and physical activity at least twice in the last 28 days (85.2%) compared with the national (77.2%) and regional (75%) averages. York has the highest sport and physical activity participation rates in the region.

### **YorWellbeing service**

126 A total number of 1,035 health check events have been carried out by the YorWellbeing service since its launch in February 2017. 274 face to face health checks have been conducted and the remainder have been carried out on-line. Based on the responses to the questions on physical activity within these checks, over 84.4% of people report being physically active which is a higher rate for York than found in the Active Lives survey. The sample of people who have put themselves forward for a health check is not yet fully representative of the population of York as males and people living in deprived areas are currently under-represented. The rates reported so far are higher for males (91.4%) than for females (81.2%).

### **Ride to Work**

127 City of York Council encouraged people across the city to 'Ride to Work' between 12-18 March as part of a national campaign to encourage cycling as part of the daily commute. The campaign aimed to get more people incorporating cycling into their lives, helping to keep them fit and healthy, reducing congestion and improving air quality. The campaign is one of a number of initiatives in York to encourage people to make easy travel swaps, by walking or cycling where possible.

### **Daily Mile**

128 An initiative to get schoolchildren to walk or run a mile every day leads to significant improvements in their health, according to a study. The Daily Mile scheme started in 2012 and University researchers have since compared the health of children at a primary school which takes part in the scheme with those at a school which does not. They found it led to improved fitness and body composition.

129 More than 3,600 schools in 30 countries around the world are said to have taken up the idea since it started to receive widespread publicity three years ago. Researchers compared a total of 391 children aged between 4 and 12 at two primary schools in the Stirling area, one where pupils were doing the Daily Mile and another where they were not. The children wore accelerometers which recorded how much moderate to vigorous physical activity they were undertaking every day, and how long they were sedentary for. They also had their body fat measured, and were assessed on their performance at a shuttle run. The researchers found that the children who were doing the Daily Mile were significantly healthier than those who did not.

### **Average Progress 8 score from Key Stage 2 to Key Stage 4 - this measure gives an understanding of educational attainment levels within the city**

130 Progress 8 is a measure of the progress made by pupils between Key Stage 2 and Key Stage 4. A positive score represents progress above the average for all pupils and a negative score progress below the average for all pupils.

131 In 2017, the average Progress 8 score for Year 11 pupils was +0.11 above the national average and this is an improvement on 2016 when progress was in line with the national average. The 2017 GCSE results have been published and show that the Progress 8 score of 0.11 for York puts the city in the top quartile (ranked 34<sup>th</sup> nationally). This is an improvement with York moving up 10 percentiles from 2016. The Progress 8 score for 2018 will be available in October 2018.

### **DfE Strategic School Improvement Fund**

132 Building on the success of our six school primary writing project, which contributed to improved Key Stage 2 outcomes in 2017, we joined Pathfinder Teaching School Alliance and Huntington Research School in a bid for funding to the DfE Strategic School Improvement Funding for a larger project starting in January 2018. The bid was successful and realised £196k to deliver a programme of intensive training and support across at least 14 schools this year. The first phase of the Strategic School Improvement Fund Writing Project has been successfully launched and the outcomes will be formally evaluated in July 2018.

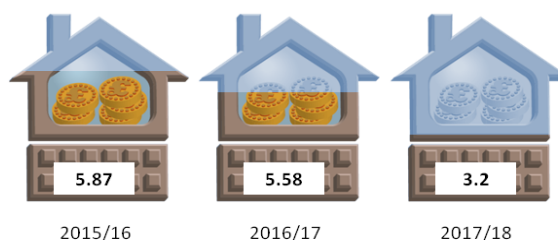
### **Secondary School Admissions**

133 Secondary school admission figures for entry in September 2018 showed that 92.3% of York pupils got their first preference of school. Whilst the percentage of first choice places remains the same as in 2017, 98% of pupils got one of their first three preferences which is an increase of 0.5% on 2017.

### Number of days taken to process Housing Benefit new claims and change events - this measure gives an understanding of the efficiency and effectiveness of a key front-line service

134 Performance in this area continues to be the best it has ever been in York with the average number of days taken to process a new Housing Benefit claim or a change in circumstance now less than 2 days during Q4 2017/18. The average number of days taken to process new Housing Benefit claims or change of circumstance notifications during the whole of 2017/18 is 3.2 days which is a reduction on the 5.58 days seen in 2016/17.

Number of days taken to process Housing Benefit new claims and change events (DWP measure)



135 The York performance is also the highest out of all other local authorities that we are benchmarked against (North and East Yorkshire, Lincolnshire and the Humber).

### A Prosperous City for All

#### %pt gap between FSM and non-FSM pupils at 15, who attain a Level 3 qualification by the age of 19 - this measure gives an understanding of the inequality gap

136 Attainment at age 19 remains above average (32% gap compared to 24.5% nationally). There have been concerns about the gap between both disadvantaged young people and young people with Special Educational Needs (SEN) and their peers. Latest figures from April 2017 show the post 19 attainment gap is closing in some areas and, to address remaining challenges, Further Education providers will be strategically supported by the council to sustain focus on these groups. Figures for 2016/17 should be available during Q1 2018/19.

137 Learning and Work Advisers from the council's Local Area Teams provide specialist information, advice and guidance to young people who are in the care of the local authority, those in alternative education provision, those in the youth justice system, and those aged 16-18 who are Not in Employment, Education or Training (NEET). Appointments and group work are available at locations across the city based on local need and complement the careers guidance and support provided through schools and other education providers under their statutory duties.



- 138 A partnership plan is being developed in consultation with YSAB (York Safeguarding Adults Board), governors and other agencies to identify actions to improve outcomes for disadvantaged children and communities in York.

**Median earnings of residents – Gross Weekly Pay (£) - this measure gives an understanding if wage levels have risen within the city, a key corner-stone in the cities economic strategy**

- 139 In April 2017, the median gross weekly earnings for full-time resident employees in York were £519.30, up 2.2% from £508.10 in 2016. Since the economic downturn of 2008 to 2009, growth has been fairly steady, averaging approximately 1.1% per year between 2009 and 2017. The 2.2% growth seen this year is a welcome increase however weekly earnings, adjusted for inflation, actually decreased by 0.4%

Median earnings of residents  
Gross Weekly Pay (£)



compared with 2016 (the Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 2.6% in the year to April 2017).

- 140 This mirrors the National picture as Great Britain gross weekly earnings also increased by 2.2% (£552.70 from £540.90) but regional earnings only increased by 0.8% (before inflation) (£502.30 from £498.30). In the region Leeds has the highest median gross weekly pay of £536.60 (up 1.65% before inflation) and Hull has the lowest £447.80 (down 0.9% before inflation).

**Gender Pay Gap**

- 141 City of York Council publishes statutory calculations every year showing the pay gap between the male and female employees. The calculations look at the difference between the overall earnings of men and women with a snapshot date of 31 March 2017 and show that our overall pay gap is relatively small, with men earning a mean average of 3.6% more per hour than women. Across the UK however, men earned 18.4% more than women in April 2017, according to the Office for National Statistics (ONS).
- 142 Whilst the council's gender pay gap compares favourably with the UK and that of other public sector authorities, the council is not complacent and is committed to doing everything it can to reduce the gap further. To date, the council have taken a number of steps to promote gender diversity in all areas of its workforce including:

- Flexible working policies: these make it clear that employees in all areas and levels in the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working does not need to be limited to part-time working
- Supporting parents: we operate a childcare voucher salary sacrifice scheme and support employees prior to, during and on return from maternity and other parental leave
- Annual Springboard programme to support women into senior roles
- The People Plan sets out the key workforce development actions the council is committed to over the coming year. These include:
  - i. A review of our pay structures and flexible reward packages to ensure fairness across all grades and for all genders
  - ii. Launch of a new middle management development programme
- The council are planning to develop how recruitment information is collected and reported which will help to identify areas which attract fewer female applicants and to allow exploration of measures to address this.

### **JSA Claimants**

143 Figures from the Office for National Statistics showed there were 285 JSA claimants in York in March 2018 which is a decrease of 5 from the previous month and a decrease of 340 from March 2017. The claimant count for York represents 0.2% of the working population, which is lower than both the regional and national figures of 1.4% and 1% respectively in March 2018. The recent figures also highlight a fall of 70 in the youth unemployment count since March 2017. The youth unemployment figure of 0% is lower than both the regional and national figures of 1.2% and 1% respectively.

144 The JSA figures should be viewed in the context of the number of people receiving Universal Credit in York increasing from 2,912 in February to 3238 in March. Of these, there were 1,767 claimants in March who were not in employment.

### **Department of Work and Pensions**

145 Data released by the Department of Work and Pensions is published 6 months in arrears and the latest data relates to August 2017. The total number of claimants for either Income Support or Employment Support Allowance in York is 6,030 which is a decrease of 290 from May 2017. The claimant count represents 4.4% of the working population which is lower than both the regional and national figures of 8.2% and 7.3% respectively. Although these figures are the lowest in the region, due to the changes in the benefits system some of the data is transitional. The introduction of Universal Credit, for example, means that some people are still in the process of transitioning over.

**Net Additional Homes Provided - this measure gives an understanding of how many new homes have been built in the city**

146 Additional homes figures for the 2017/18 financial year will be available in June 2018. The latest available figures show that at the end of September 2017, York's housing market was looking healthy with 1,036 net additional homes completed. Of these additional homes, 61.5% were a result of off campus privately managed student accommodation schemes which comprised the privately managed developments at St Josephs' Convent Lawrence Street, St Lawrence WMC and 2-14 George Hudson Street. The remaining 35.8% of net additional homes resulted from traditional housing sites of which phase II of the Hungate Development Site provided a total of 195 completions.

147 There were also 928 net housing consents granted of which 91.9% were the result of traditional housing consents which represents a return to higher level of residential approvals following a decline experienced during 2016/17. Of these consents approvals, an increase to the Hungate Development Site capacity, The Cocoa Works, Haxby Road and York Barbican, Paragon Street account for the major part of the overall approvals.

**Housing Infrastructure Fund**

148 The Housing Secretary has announced that two York bids to the Housing Infrastructure Fund totalling £67 million have progressed to the final stage of the process. The two new developments are a key part of the city's Local Plan. At York Central, a grant would help pay for the access road and complex infrastructure and at Clifton Gate, the bid would fund access works and improvements including an upgrade to the Clifton Moor roundabout, new access roads to the site, a subway for pedestrians and cyclists and a pedestrian bridge leading into the site.

**Business Rates - Rateable Value - this measure gives an understanding of how much money the Council is likely to receive to spend on public services**

149 The rateable value is the legal term for the notional annual rental value of a rateable property, assessed by the valuation officers of the VOA (Valuation Office Agency). The revaluation from 1st April 2017 resulted in a 4.14% percentage change increase in the rateable value for York with Yorkshire, whilst England increased by 9.1%. In December, there was a change to the discretionary rate relief allocation policy where it was agreed that no business or charity with a rateable value below £200,000 would have to pay an increase in their business rates in 2017/18. This change meant that over 1,000 small businesses and charities in York benefited from £700,000 (funded by Central Government) in business rate

relief. Currently English authorities keep hold of 50% of locally-collected business rates with the other half going into a central government pool and redistributed back to the local authorities according to need.

### **Council Tax Collection**

- 150 The collection rate for Council Tax at the end of Q4 was 97.33% compared with 97.57% in the corresponding period in 2016/17. The collection rate for Business Rates at the end of Q4 was 98.89% compared with 99.04% in the corresponding period in 2016/17.

### **Access Innovation Programme**

- 151 The Leeds City Region Enterprise Partnership's (LEP) multi-million pound Access Innovation programme supports businesses looking to develop new products and processes and helps them access specialist expertise. Launched during 2017, the programme is part of the wider landscape of support aimed at creating an environment that nurtures innovation across the city region. The programme is part-funded by the European Regional Development fund and the Government through the LEP's £1 billion Growth deal.

### **One Planet Council - All Resources - Total CO2 (t) - this measure gives an understanding of how many resources the Council is consuming, potential impact on the environment, and progress towards reducing**

- 152 The Council continues to host and facilitate One Planet York (OPY) – a growing network of over 60 businesses and organisations backing the vision of a sustainable, resilient and collaborative city – with an inclusive economy, strong community and healthy environment. The One Planet York city scorecard will be refreshed in April 2018 as the latest results from the Grant Thornton Vibrant Economy Index are published. The scorecard provides an integrated picture of city performance towards an inclusive economy, strong community and healthy environment.
- 153 Planning is underway for a 'Healthy City York' conference in June 2018 as a collaboration between OPY and the Health and Wellbeing Board.

### **Clean Air Zone**

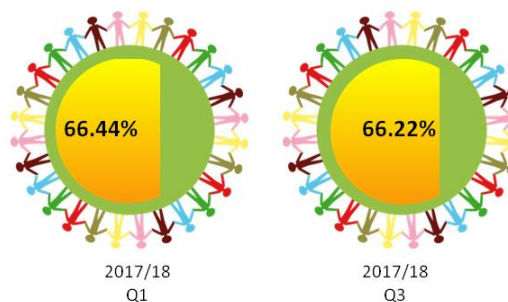
- 154 Proposals to further improve air quality in York by reducing bus emissions and decreasing stationary vehicle engine idling are to be considered. Proposals include a consultation on a bus-based Clean Air Zone (CAZ) for York in 2020 along with an improved minimum ultra-low emissions standard for local bus services to be specified on any new council contracts. Feasibility studies on low emission zones, low emission buses and on anti-idling were submitted to support the proposals which were

approved in principle by the third Air Quality Action Plan (AQAP3) adopted in December 2016..

**% of residents who give unpaid help to any group, club or organisation - this measure gives an understanding of how much volunteering is currently being undertaken within the city**

- 155 The results of the latest Talkabout survey showed that 66% (the same as the previous survey) of the respondents give unpaid help to a group, club or organisation which compares favourably with the government's Community Life Survey 2016/17 which found that 63% of respondents reported any volunteering in the past 12 months.

% of panel who give unpaid help to any group, club or organisation



## Performance

**Major Projects - this measure gives an understanding of the performance of the large projects the Council is currently working to deliver**

- 156 There are currently 14 major projects in progress during March which is an increase of 1 since Q3. Each project is given a status to give an overview of significant risks and provide assurance as to how individual projects are being managed. 7 are rated Amber and there is 1 red rated project.
- 157 The Council's performance management framework, which includes the service plan process, was agreed at Executive in July 2016, and set out the annual cycle that the Council will work to. In line with the framework, the council reviewed the 2017-18 service plans during December 2017 and January 2018. The existing actions and timescales within the plans were reviewed and the content within the directorate plans on a page updated. The 2018-19 process will follow similar lines to this year, with the next steps required, being a further review and update of progress to delivering objectives in April 2018 as a result of the budget process.

## Performance – Employees

**Staff Total - this measure gives an understanding of total numbers of staff, and our staffing delivery structure**

- 158 At the end of March 2018 there were 2,460 employees (1,972 FTEs) working at City of York Council (excluding schools), down from 2,610 (2,071 FTEs) at the end of March 2017. This continued decrease is expected in line with the council's changing service delivery models.



**Average sickness days lost per FTE (12 Month rolling) - this measure gives an understanding of the productivity of the organisations employees**

- 159 The 12 month rolling average of sickness days per FTE (excluding schools) has increased from 10.2 days at the end of March 2017, to 11.5 days at the end of March 2018. This also remains higher than the CIPD Public Sector average of 8.5 days. The 12 month rolling average for Stress related absence has also increased from 2.2 days per FTE at the end of March 2017 to 3.7 at the end of March 2018. The organisation is continuing to manage and monitor sickness absence by ensuring that its impacts and costs are understood and discussed throughout the Council's management structure. Ongoing discussions are being held with Portfolio Holders, with a view to considering specific actions/options, as well as ongoing reporting to Overview and Scrutiny.
- 160 The priority for the second year of the attendance and wellbeing plan is a focus on attendance management ensuring that the wellbeing priority is addressed. The key activities in 2018 in relation to attendance and staff wellbeing include:
- The implementation of self service absence reporting into iTrent which will reduce the reporting burden for managers and assist with more accurate reporting and improved management information. The pilot project was launched in February to selected managers and after feedback has been extended for further testing before being rolled out across the organisation.
  - The delivery of a suite of learning for managers including attendance management training, disability awareness, support with difficult conversations.
  - Specific communication to ensure all employees have a shared understanding of their roles and responsibilities regarding application of policy.
  - A review of the role of Occupational Health and counselling service.
  - An engagement campaign to promote an understanding of the benefits of proactive management of absence and help support managers and staff to deal with sensitive issues e.g. mental health, support with cancer and terminal illness) and promotion of flexible working and work life balance, to ensure staff have an understanding of wellbeing initiatives and how they access them.
  - Review of the current attendance management toolkit to consider improvements and determine if there are any recommendations to revise policy.



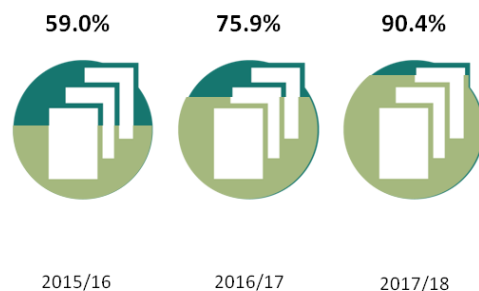
**Staffing Turnover - this measure gives an understanding of the number of staff entering and leaving the organisation**

161 Total staff turnover has increased to 14% over the rolling 12 months to March 2018 from 12% as at the end of March 2017. Voluntary Staff turnover (just resignations) was at 7.66% of employees in the 12 months ending March 2018, which is the same level as at the end of March 2017. This level of staffing turnover is expected and in line with the council's changing service delivery models.

**Staffing PDR Completion Rates - this measure gives an understanding of how we making sure that the organisations strategic aims, goals and values are being passed to all employees**

162 City of York Council is committed to developing confident, capable people working positively for York. As part of that commitment, all colleagues are entitled and encouraged to reflect on their performance and discuss future aspirations and work goals through regular one to ones and an annual Performance and Development Review (PDR) appraisal. By the end of the year, 90.4% of PDRs had been undertaken through the 2017/18 annual performance review cycle, a significant improvement on the 75.9% seen during 2016/17.

PDR Completion (%) – CYC - Snapshot



**Staff Satisfaction - this measure gives an understanding of employee health and their satisfaction with the Council and a place to work and its leadership, management and practices**

163 The first in a series of short 'pulse' staff satisfaction surveys went live in May with employees asked to give feedback on their role and teamwork. Throughout the year, employees will be invited to complete surveys covering a range of topics including 'values and behaviours' and 'leadership and management', with feedback helping to shape and improve the organisation and make CYC an even better place to work. The results will be available in the Q1 18-19 Finance and Performance Monitor.

**Performance – Customers**

**External Calls answered within 20 seconds - this measure gives an understanding of speed of reaction to customer contact**

164 In Q4 the percentage of all external calls answered within 20 seconds was 90% which is well above the industry benchmark of 80%.

## **Customer Centre**

165 The council's Customer Centre is the main point of contact for residents and business visitors. During 2017/18, 227,608 calls were received with 96.8% answered (an increase from 96% in 16/17) and 78.3% answered within 20 seconds (an increase from 75% in 16/17). This demonstrates a consistent improvement in performance.

### **% of complaints responded to within 5 days**

166 In Q4 2017/18 the council received 314 stage 1 complaints, which is a decrease of 17 on the number received in the previous quarter. The council responded to 52.5% within the 5 day timescale which is a decrease from 65.6% in Q3. Where timescales were not met, this was due to resource pressures in some service areas.

167 Additional resources have been provided to deal with and monitor complaints with work ongoing to;

- seek to reduce the number received in the first instance;
- ensure that complaints performance is monitored;
- ensure there is cross council learning from complaints in a systematic manner;
- refresh the corporate complaints policy and procedures along with the complaints IT system;
- make available complaints performance information in real time to senior managers.

### **FOI & EIR - % In time - this measure gives an understanding of our speed of reaction to FOI's**

168 In Q4 2017/18 the council received 591 FOIs, EIRs and SARs which is an increase of 102 on the previous quarter. In-time compliance of 90.1% has been achieved for FOIs (Freedom of Information requests) and EIRs (Environmental Information Regulations requests).

### **Digital Services Transactions/Channel Shift**

169 The number of residents who came to West Offices reduced to 51,569 in 17/18 (64,394 in 16/17) with an average wait of less than 7 minutes. The implementation of Universal Credit has contributed to the reduction in customer demand but this has created an opportunity for Registrars in front line customer service to be transferred to the Customer Centre earlier than expected. 78% of residents were seen within the target wait time of 10 minutes (an increase from 75% in 16/17). 63,360 business visitors came to West Offices during 17/18 (53,646 in 16/17).

170 The reduction in demand across our face to face channel shows the changing behaviour of our residents; 14,387 payments were made using

the auto payments system and 72,351 customers used the telephone auto operator.

171 Residents are now encouraged to complete certain transactions online. In 2017/18, 55% (5,503) of all street lighting and street cleansing issues were reported by customers on-line.

172 Residents are encouraged to pay their council tax bill by either direct debit or e-payment and the council targets for these are 70% and 8% respectively. In 2017/18, 72.97% of residents paid their bill by direct debit (compared with 71.47% in 2016/17) and 8.62% of the council tax value was paid by e-payment (compared with 8.88% in 2016/17).

### **Broadband Connectivity**

173 Ofcom release annual data on broadband connectivity and download speeds for fixed lines at postcode level as part of its Connected Nations report. Analysis of the data showed that the average download speed for fixed broadband lines in the UK was 44.6 Mbps in May 2017. York has seen the highest take-up of 'ultrafast' lines (those capable of delivering speeds over 300 Mbps) in the UK which helps to explain why its two constituencies were ranked as having the fastest download speeds (York Central having 82.4 Mbps and York Outer having 128.9 Mbps).

### **Procurement**

174 Significant progress has been made on improving procurement processes, which has resulted in increased procurement compliance across all areas of the Council. There has been much positive engagement regionally including work done on inclusive growth standards, Social Value and a Modern Slavery Statement.

175 The Council commissioned an LGA peer review of procurement which reported to Audit & Governance Committee in June 2017. The peer challenge team was impressed by the Council's corporate procurement function and provided the team with some very positive feedback. It also highlighted a number of suggestions for areas where improvements could be made and these have all either been completed or are in progress to be completed within the next six months.

176 For the year ahead, work will continue on embedding social value principles in all procurements and finalising the Council's commissioning strategy, as well as introducing council wide contract management guidance and effectively managing relationships with our key suppliers.

## Annexes

177 All performance data (and approximately 975 further datasets) within this document is made available in machine-readable format through the Council's open data platform at [www.yorkopendata.org](http://www.yorkopendata.org) under the "performance scorecards" section.

## Consultation

178 Not applicable.

## Options

179 Not applicable.

## Council Plan

180 The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan.

## Implications

181 The implications are:

- **Financial** are contained throughout the main body of the report.
- **Human Resources (HR)** There are no HR implications.
- **One Planet Council / Equalities** There are no One Planet Council or 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** There are no other implications.

## Risk Management

182 An assessment of risks is completed as part of the annual budget setting exercise. These risks are managed effectively through regular reporting and corrective action being taken where necessary and appropriate.

**Contact Details**

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Ian Cunningham Group Manager – Shared Intelligence Bureau Ext 5749	<b>Report Approved</b>	✓	<b>Date</b> 8/6/18
<b>Wards Affected:</b> All			✓
For further information please contact the authors of the report			

**Background Papers:**

None

## Glossary of Abbreviations used in the report:

ASC	Adult Social Care	HWRC	Household Waste Recycling Centre
ASCOF	Adult Social Care Outcomes Framework	IBCF	Improved Better Care Fund
BBC	British Broadcasting Corporation	JSA	Jobseeker's Allowance
BCF	Better Care Fund	LEP	Leeds Enterprise Partnership
CAZ	Clear Air Zone	LGA	Local Government Association
CCG	Clinical Commissioning Group	MCG	My Castle Gateway
CCTV	Closed-circuit television	NEET	Not in Employment, Education or Training
CIPD	Chartered Institute of Personnel and Development	NHS	National Health Service
CPIH	Consumer Prices Index including owner occupier housing costs	ONS	Office for National Statistics
CQC	Care Quality Commission	OPY	One Planet York

CVS	Centre for Voluntary Service	PDR	Performance and Development Review
CYC	City of York Council	PPP	Public-Private Partnership
DCLG	Department for Communities and Local Government	RAA	Regional Adoption Agency
DOLS	Deprivation of Liberty Safeguards	SEN	Special Educational Needs
DSG	Dedicated Schools Grant	SEND	Special Educational Needs and Disability
DTOC	Delayed Transfers of Care	SENDIAS	Special Educational Needs and Disability Information, Advice and Support
EIR	Environmental Information Regulations	TEWV	Tees, Esk, Wear Valleys
FOI	Freedom of Information	VOA	Valuation Office Agency
FSM	Free School Meals	WMC	Working Men's Club
FTE	Full Time Equivalent	YCP	York Central Partnership
GCSE	General Certificate of Secondary Education	YSAB	York Safeguarding Adults Board