



Notice of meeting of

Executive

To:	Councillors Waller (Chair), Ayre, Steve Galloway, Moore, Morley, Reid and Runciman
Date:	Tuesday, 19 October 2010
Time:	2.00 pm
Venue:	The Guildhall, York

AGENDA

Notice to Members - Calling In:

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

10:00 am on Monday 18 October 2010, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 21 October 2010, if an item is called in *after* a decision has been taken.

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

1. Declarations of Interest

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

2. Minutes (Pages 3 - 8)

To approve and sign the minutes of the Executive meeting held on 5 October 2010.

3. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or a matter within the Executive's remit can do so. The deadline for registering is **5:00 pm on Monday 18 October 2010**.

4. Executive Forward Plan (Pages 9 - 12)

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

5. Community Stadium - Update Report (Pages 13 - 36)

This report provides an update on the progress of the Community Stadium project and invites Members to approve a suggested approach to the provision of community and commercial components and a new governance structure for management of the project.

Note:

An additional annex to the above report (Annex 2) was published on-line with this agenda on 18 October 2010.

6. Climate Change Framework and Climate Change Action Plan for York - Consultation results and proposed changes (Pages 37 - 72)

This report outlines the results of the city-wide consultation on the draft Climate Change Framework and Climate Change Action Plan for York. It highlights proposed amendments to the drafts and seeks permission to finalise and adopt the CCFAP for York by the end of 2010.

7. Towards a York Economic Vision (York Renaissance) (Pages 73 - 84)

This report notes the publication of the York Economic Vision and invites Members to forward it to the Local Development Framework Working Group for further consideration.

Note:

Annex 2 to the above report (the full York Economic Vision document) has not been included in the printed agenda pack and is available to view on-line only.

8. Urgent Business

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

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551027
- E-mail – fiona.young@york.gov.uk

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

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

Contact details are set out above.

This page is intentionally left blank

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

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

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

Further information about what's being discussed at this meeting

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

Access Arrangements

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

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

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

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

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

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

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

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

Holding the Executive to Account

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

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

City of York Council

Committee Minutes

MEETING	EXECUTIVE
DATE	5 OCTOBER 2010
PRESENT	COUNCILLORS WALLER (CHAIR), AYRE, STEVE GALLOWAY, MOORE, MORLEY, REID AND RUNCIMAN

PART A - MATTERS DEALT WITH UNDER DELEGATED POWERS**77. DECLARATIONS OF INTEREST**

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

78. MINUTES

RESOLVED: That the minutes of the Executive meeting held on 21 September 2010 be approved and signed by the Chair as a correct record.

79. PUBLIC PARTICIPATION

It was reported that there had been two registrations to speak at the meeting under the Council's Public Participation Scheme, both in relation to agenda item 5 (Affordable Housing Viability Study).

John Reeves, of the Helmsley Group, pointed to flaws in the Study arising from incorrect assumptions about land values and sales, resulting in an unrealistic affordable housing target. He urged Members to approve Option 2 in the report, allowing more time for developers and Council Officers to reach agreement on the input figures.

Eamonn Keogh, of Turley Associates, speaking on behalf of York Property Forum and York Chamber of Commerce, agreed with the points raised by Mr Reeves and echoed his request that Members approve Option 2.

80. EXECUTIVE FORWARD PLAN

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

81. AFFORDABLE HOUSING VIABILITY STUDY

Members considered a report which advised them on the production of an Affordable Housing Viability Study (AHVS) for York, as required by national planning guidance contained in Planning Policy Statement 3 (PPS3), Housing.

The AHVS, carried out by Fordham Research, and the 'Dynamic Model' principles contained within it, had been recommended for approval by the Local Development Framework Working Group (LDFWG) at their meeting on 5 July 2010. Concerns raised by speakers at that meeting had been addressed at subsequent meetings with a sub-group of the Property Forum set up to work with Officers on the AHVS, and at an additional stakeholder event. Key issues raised at that event were detailed in Annex 1 to the report. Officers and the Property Forum were now carrying out additional research into some of the assumptions set out in Annex 1.

Two options were presented for Members' consideration:

Option 1 – to adopt the Study as presented to the LDFWG on 5 July.

Option 2 – to agree the Study approach but allow Officers additional time to ensure that the assumptions reflected local circumstances and met the requirements of the Study. This was the recommended option.

Having noted the comments of the Labour Group Spokespersons on this item, and the comments made under Public Participation, it was

RESOLVED: (i) That approval be given in principle to adopt a 'dynamic model' approach for assessing affordable housing numbers and that Officers be requested to carry out further research into the assumptions made in the model to ensure that these reflect local circumstances and meet the requirements of the Study.¹

(ii) That Officers be requested, when reporting back in November, to identify any additional changes to planning policies which might be made in the period leading up to the adoption and implementation of the new Local Development Framework (LDF), and which could provide a short term stimulus aimed at getting a start made on new housing developments in the City.²

REASON: To ensure that the Affordable Housing Study is a robust evidence base that can be used as part of the LDF evidence base.

Action Required

- | | |
|---|----|
| 1. Continue research into the assumptions made in the 'dynamic model' | RW |
| 2. Identify any changes as agreed and schedule report on Forward Plan for Executive meeting in November | RW |

82. LIBERATING THE NHS

Members considered a report which outlined the proposals contained in the government White Paper *Liberating the NHS* and sought approval for a suggested response to consultation and for the development of a Transitional Health and Wellbeing Board to oversee and support the local changes potentially heralded by the White Paper.

Briefly, the proposals involved offering more choice and control to patients on the provision of treatment, making local authorities responsible for improving population health outcomes, the establishment of Health and Well-Being Boards to carry out the current statutory functions of Health Overview and Scrutiny committees, and the transfer to local consortia of GPs of commissioning currently undertaken by Primary Care Trusts. Four consultations had been launched; on the outcomes framework, the commissioning arrangements, local democratic legitimacy in health and provider regulation. Responses were required by 11 October 2010.

The proposals had been considered by both the Healthy City Board and the Health Overview and Scrutiny Committee, whose views were summarised in paragraphs 7 and 8 of the report. A draft response to the consultation on behalf of the Council was attached at Annex 1, and Members were invited to approve or amend this response and to agree the establishment of a Transition Board in York, under the direction of the Chief Executive.

Having noted the comments of the Labour Group Spokespersons on this item, it was

RESOLVED: (i) That the responses in Annex 1 to the report be approved and that further reports be provided on the detailed implications and opportunities as they become known. ¹

REASON: To ensure that York's views are made known, and to enable the authority to review the implications of major change in more detail.

(ii) That approval be given to set up a Transition Board in York, under the direction of the Chief Executive, building on the work of the Healthy City Board, with terms of reference to be developed by Officers and brought back to the Executive for approval. ²

REASON: To enable the thinking and planning to be undertaken locally, in line with the general advice from the Chief Executive of the NHS.

Action Required

- | | |
|---|----|
| 1. Submit the agreed response to government | KC |
| 2. Make arrangements to set up a Transition Board and schedule report re terms of reference on Executive Forward Plan | KC |

83. REFORMING RAIL FRANCHISING - DFT CONSULTATION PAPER AND IMPLICATIONS FOR YORK

Members considered a report which informed them of the Department for Transport's consultation on possible changes to rail franchising, highlighted the specific implications of the changes for York, and sought approval for a proposed response to the consultation.

The consultation paper elaborated on the Government's aspirations to deliver a more efficient, responsive and value for money rail industry, by attracting private investment through the grant of longer franchises. The paper had been made available on the Council's website as Annex A to the report.

The proposed response, attached as Annex B and summarised in paragraphs 11 to 23, was broadly supportive of the proposals but warned against awarding franchises on the basis of unrealistic growth predictions, argued that the Government should retain a proportion of the revenue risk and suggested incorporating a reward-based system into the franchise as an incentive to meet targets for improving cost efficiency.

Having noted the comments of the Labour Group Spokespersons on this item, it was

RESOLVED: That the proposed response to the consultation paper set out in Annex B to the report be approved, subject to the comments being strengthened to include the following issues:

- a) improved carriage facilities for bicycles;
- b) action to deal with overcrowding issues on key commuter routes and recognising the reduction in rolling stock for Northern Rail;
- c) the need for an engagement process involving City Regions and LTAs to ensure that non-PTE areas are involved in the franchising process.¹

REASON: To ensure that the Council takes this opportunity to share its views on rail franchising with the Department of Transport, and to ensure that the response reflects Members' concerns.

Action Required

1. Make the agreed amendments and submit response to government RW

84. ATTENDANCE MANAGEMENT UPDATE

Members considered a report which provided an update on the Council's approach to attendance at work and recommended a number of revised work / life balance policy provisions to achieve significant and sustained improvements to staff attendance levels.

Significant improvements in sickness absence rates had been achieved over the past three years, and benchmarking had indicated that York's sickness absence procedures incorporated all elements of best practice. Work undertaken to ensure a holistic approach to attendance had included management training, health and well-being promotion activities and the provision of additional services by the Occupational Health Service.

The Council's current work / life balance provisions had been reviewed and the revised provisions piloted as part of the Officer of the Future work being undertaken by the Accommodation Project. As a result, a number of new and amended provisions were recommended, details of which were set out in paragraph 14 of the report. They included extending the flexible working scheme to all employees, a revised flexitime scheme and the adoption of a compressed hours policy, in order to enable attendance at work and contribute to lower sickness absence levels in the long term.

Having noted the comments of the Labour Group Spokespersons on this item, it was

RESOLVED: (i) That the work undertaken in this area, and the need to continue to treat the management of sickness absence as a priority, be noted.

(ii) That the revised policy provisions set out in paragraph 14 of the report be approved, subject to a review of each change and a demonstration that this does not impact on the delivery of services.¹

(iii) That the Economic Partnership be invited, through the chairman, to bring forward local best practice in reducing staff sickness levels.²

REASON: In order to achieve significant and sustained improvements in staff attendance levels.

Action Required

- | | |
|---|----|
| 1. Review and adopt the revised work / life balance policy provisions | CT |
| 2. Liaise with the Economic Partnership Chair re local best practice in reducing staff sickness | CT |

85. REFERENCE REPORT - NATIONAL SERVICE PLANNING REQUIREMENTS FOR ENVIRONMENTAL HEALTH AND TRADING STANDARDS.

[See also under Part B Minutes]

Members received a report which asked them to consider a recommendation, made by the Executive Member for Neighbourhood Services at a Decision Session held on 22 June 2010, to approve the service plans for food, health & safety and animal health law enforcement.

It was noted that the food law enforcement plan would require Full Council approval, as it formed part of the Council's Policy Framework.

RESOLVED: That the Executive Member's recommendation be accepted and the service plans for health & safety law enforcement and animal health enforcement be approved.¹

REASON: In accordance with statutory and constitutional requirements.

Action Required

1. Implement the new service plans

AH

PART B - MATTERS REFERRED TO COUNCIL

86. REFERENCE REPORT - NATIONAL SERVICE PLANNING REQUIREMENTS FOR ENVIRONMENTAL HEALTH AND TRADING STANDARDS

[See also under Part A Minutes]

Members received a report which asked them to consider a recommendation, made by the Executive Member for Neighbourhood Services at a Decision Session held on 22 June 2010, that they approve the service plans for food, health & safety and animal health law enforcement.

It was noted that the food law enforcement plan would require Full Council approval, as it formed part of the Council's Policy Framework.

RECOMMENDED: That Council approve the food law enforcement plan.¹

REASON: In accordance with statutory and constitutional requirement.

Action Required

1. Include recommendation on Council agenda

FY

A Waller, Chair

[The meeting started at 2.00 pm and finished at 2.45 pm].

EXECUTIVE FORWARD PLAN (as at 14 September 2010)

Table 1: Items scheduled on the Forward Plan for the Executive Meeting on 2 November 2010		
Title & Description	Author	Portfolio Holder
<p>Minutes of Working Groups</p> <p><i>Purpose of Report: This report presents the minutes of recent meetings of the Young People's Working Group, the LDF Working Group, the Social Inclusion Working Group and the Mansion House and Mayoralty Advisory Group and asks Members to consider the advice given by the groups in their capacity as advisory bodies to the Executive.</i></p> <p><i>Members are asked to: Note the minutes and to decide whether they wish to approve the specific recommendations made by the Working Groups, and/or respond to any of the advice offered by the Working Groups.</i></p>	Jayne Carr	Executive Leader
<p>Accommodation Project – Update Report</p> <p><i>Purpose of report: Response to the request at the 20 July Executive meeting for an update regarding the detail of all current accommodation property lease termination and break clause dates. Information regarding the strategy tendering for dealing with dilapidations. The strategy to minimise the period of time between the council's departure from buildings and lease termination dates. Information to confirm that the relocation of staff is incorporated into the projects financial model and that the move to new premises causes minimal disruption and risk to council services. To present the financial benefits information in a simple form for future communication.</i></p> <p><i>Members are asked to: Further endorse the accommodation project property exit strategy.</i></p>	Ian Asher/ Philip Callow	Executive Leader
<p>Proposed Sale of Mansfield Street Garage, off Foss Islands Road, York</p> <p><i>Purpose of report: The above property is a former garage, originally acquired for a road improvement scheme which did not proceed. It is about 200 sq m floor area, and has been let within the Commercial Portfolio since transferring from the County Council to City of York in 1996. It is now vacant. On remarketing, interest was expressed in purchasing the building, and this has been considered due to the need to find capital receipts, because the building may require substantial repair works in</i></p>	David Baren	Executive Leader

<p><i>the future, and because the offers to purchase are potentially more financially advantageous compared to re-letting.</i></p> <p><i>Members are asked to: Decide whether to accept any bid to sell the property as opposed to a re-letting.</i></p>		
<p>Flood and Water Management Act</p> <p><i>Purpose of report: To advise Members on the contents of the Flood and Water Management Act, and the Preliminary Flood Risk Assessment Guidance. The new legislation has created the term Lead Local Flood Authority and under the definition the Council has become one. This brings new duties with it. The first being the need to develop a Preliminary Flood Risk Assessment for York.</i></p> <p><i>Members are asked to: Understand the new duties these documents place upon the Council and give guidance on how to proceed.</i></p>	Ray Chaplin	Executive Member for City Strategy
<p>Childhood Obesity Scrutiny Review – Final Report</p> <p><i>Purpose of report: To present the Executive with the final report arising from the Childhood Obesity Scrutiny Review</i></p> <p><i>Members are asked to: Approve the recommendations arising from the review.</i></p>	Tracy Wallace	Executive Member for Children & Young People’s Services
<p>Office of the Chief Executive Structure</p> <p><i>Purpose of report: Providing proposals for the future structure of the Office of the Chief Executive.</i></p> <p><i>Members are asked to: Approve the recommendations for the future structure of the Office of the Chief Executive.</i></p>	Kersten England	Executive Leader

Table 2: Items scheduled on the Forward Plan for the Executive Meeting on 16 November 2010

<p>Treasury Management Monitor 2 and Prudential Indicators 10/11</p> <p><i>Purpose of report: To update the Executive and full Council on treasury management performance for 6 months of the year 10/11, the Prudential Indicators and compare against the budget taken to Council on 25 February 2010.</i></p> <p><i>Members are asked to: Note the performance of the treasury management activity for monitor 2 10/11.</i></p>	<p>Louise Branford White/Keith Best</p>	<p>Executive Member for Corporate Services</p>
<p>Second Performance and Financial Monitor</p> <p><i>Purpose of report: To provide details of the headline performance and finance issues for the period 1 April 2010 to 30 September 2010.</i></p> <p><i>Members are asked to: Consider the issues highlighted.</i></p>	<p>Keith Best</p>	<p>Executive Member for Corporate Services</p>
<p>2010/11 Capital Programme Monitor</p> <p><i>Purpose of report: To present the projected outturn and updated budget position for 2011/12 - 2014/15 following the monitor amendments.</i></p> <p><i>Members are asked to: Note the monitoring position and the funding of the capital programme and recommend to Council the requests for slippage and adjustments where appropriate.</i></p>	<p>Ross Brown</p>	<p>Executive Member for Corporate Services</p>
<p>2011-12 Budget Update</p> <p><i>Purpose of report: To outline the current progress of the 2011-12 budget setting process including an assessment of the 20th October Comprehensive Spending Review, current budget gap. An overview of the contribution of the More for York programme to the process will also be provided.</i></p> <p><i>Members are asked to: Take note of the issues contained in the report.</i></p>	<p>Keith Best</p>	<p>Executive Member for Corporate Services</p>
<p>Development Management – Planning and Development Advice</p> <p><i>Purpose of report: The formalisation of arrangements to provide planning and development advice is a key element of the new Development Management service.</i></p>	<p>Mike Slater</p>	<p>Executive Member for City Strategy</p>

<p><i>The proposed changes will impact on applicants and developers. It is envisaged that the proposed new arrangements including fees/charges would come into effect from 1 January 2011.</i></p> <p><i>Members are asked to: To note the proposed changes to the Development Management service and to approve fee/charges for the provision of advice in relation to planning and development.</i></p>		
<p>Affordable Housing Viability Study</p> <p><i>Purpose of report: To seek final approval of the Affordable Housing Viability Study following the progress report on 5 October 2010.</i></p> <p><i>Members are asked to: Approve the final report.</i></p>	Derek Gauld	Executive Member for City Strategy

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

Title & Description	Author	Portfolio Holder	Original Date	Revised Date	Reason for Slippage
<p>Income Policy</p> <p><i>Purpose of report: To present the revised Income Policy.</i></p> <p><i>Members are asked to: Approve the revised Policy.</i></p>	David Walker	Executive Member for Corporate Services	19 October 2010	18 January 2011	Consideration of this policy has been deferred to take account of any changes resulting from the budget process, to undertake consultation and for the outcome of More for York work.
<p>Cutting Red Tape</p> <p><i>Purpose of report: To examine how the council may reduce waste associated with external duties.</i></p> <p><i>Members are asked to: Consider the proposals presented and recommend following action.</i></p>	Simon Hornsby	Executive Leader	19 October 2010	-	Withdrawn – report would cut across work being undertaken by the Performance and Improvement Team and as some of the work will be picked up through More for York.



Executive

Report of the Directors of City Strategy and Neighbourhoods

Community Stadium – Update Report

Summary

1. The purpose of this paper is to:
 - Provide a short update on the progress of the project
 - Consider a process for assessing the benefit potential community uses
 - Outline the draft procurement strategy
 - Consider new Project Management / Governance arrangements
2. Members are requested to note the progress with the project and agree on a new governance structure for the management of the project.

Background

3. The Executive of 6th July 2010 agreed that:
 - The preferred site for the project should be Monks Cross south.
 - The replacement athletics facilities should be developed at the Heslington East Campus as part of the York Sports Village, subject to agreement of terms with York University.
 - A procurement plan should be developed and reported back to the Executive.
4. Full Council allocated the use of the LABGI funds to provide £198K to take the project to the pre-procurement stage.

Update on progress

Vangarde and Huntington Stadium sites

5. The Vangarde site is directly adjacent to Huntington Stadium and the Monks Cross Park and Ride site (both in CYC ownership). Discussions have been initiated with the owner and prospective developer of the Vangarde site (Oakgate), regarding a potential retail scheme which would include a new stadium with associated community and commercial uses.
6. The scheme would be submitted as a single comprehensive planning application and act as an enabling development for the provision of the community stadium. This scheme is likely to be a significant departure from established planning policy. It will present a case that any planning harm caused will be mitigated by 'planning gain' (the provision of a community stadium). The planning gain would be controlled by a S106 agreement which is yet to be negotiated. Once the Heads of Terms have been agreed, the scheme will be passed to the Local Planning Authority for consideration and then formal determination.

Athletics facilities

7. Discussions have been initiated with the University regarding the provision of the replacement athletics facility. Their initial formal response is due in mid October.

Community Facilities

8. The business case presented to the Executive in June 2009 and July 2010 set out a range of community and commercial uses that could support the community stadium.
9. A schedule of potential community benefits that are suitable and deliverable for the preferred site is being developed. Detailed discussions have been initiated with relevant stakeholders regarding the scheme. The final range of components that make up the 'community package' will be dependent on many factors; particularly the amount of S106 funding, the specifics of the planning case, and the needs / demands of the relevant community stakeholders.
10. It is essential that a commercially sustainable business plan supports the scheme as the council has no budget available for the ongoing revenue support of the facility. Consequently, sufficient commercial activity needs to be included within the proposal to ensure that the can effectively operate with an appropriate sinking fund and contingency. Thus, the level and nature of the community facilities is directly linked to the overall commercial sustainability of the project and forms part of the complex S106 negotiations. The options currently being considered include:

- Community access to stadium in terms of;
 - Use of pitch
 - Use of hospitality facilities and meeting rooms
 - Use of stadium for events / concerts
 - A base for community outreach work of the sports clubs
 - Explore Library 700sq m. (shell only - building to be funded by this project, fit-out and ongoing running costs funded from existing budget)
 - Investment into leisure centre (new H&F suite and other commercial leisure opportunities, modernised swimming facilities and possibly a new 25m tank).
 - Community health facilities up to 1,500 sq m – to be operated by Hospital Trust / PCT or other public health body.
 - Independent Living Demonstration & Assessment Centre: 240 sq m.
 - Institute of Sport (classroom(s) and access to facilities)– Hub for York St John's to focus on delivery of sport / health related courses.
 - Athletics Facility – to be provided off site at University (terms to be agreed).
 - Off site Provision of 3G sports pitches
 - Heritage experience: using the adjacent ancient monument as a learning and interpretative link to the stadium (history of sport, stadia etc).
11. In order to assess the community benefit the stadium project can generate, a matrix has been developed which is based on work that was undertaken as part of the Business Case. The matrix in **Figure 1** below provides a high level indication of potential community and other wider benefits all potential components (community and commercial) offer from the scheme. The strategic themes of Inclusive City, Learning City and Healthy City have been used to assess the potential community benefits. Contributions to the other strategic objectives, commercial sustainability and complexity are also considered.
12. A draft document with a menu of community facilities with costs / outline designs will be prepared before the S106 negotiations have been initiated.

Figure 1: Community / Commercial Output Matrix

	Inclusive City	Learning City	Healthy City	Community Contribution	Sustainable City	Thriving City	City of Culture	Safer City	Complexity	Revenue stream	Other benefits	Total
Health Service Provision	5	2	5	12	1	2	1	1	3	3	11	23
Library	5	5	2	12	1	2	4	2	4	2	15	27
Independent Living Centre	5	3	5	13	1	2	2	1	4	2	12	25
H&F Leisure facilities	3	2	5	10	1	3	4	2	4	4	18	28
3G pitches	4	2	5	11	1	2	4	3	4	4	18	29
Sports Institute	3	5	3	11	1	2	4	1	4	3	15	26
Park and Ride Extension	3	-	1	4	4	3	4	2	3	-	16	20
Community Outreach Services	4	4	4	12	1	1	3	3	4	1	13	25
Hotel	1	-	-	1	1	5	2	1	3	3	15	16
Office Space	1	2	-	-	1	5	1	1	3	3	17	17
Commercial cafes / restaurants	-	-	-	-	1	5	2	1	4	5	18	18
Heritage Experience	4	4	1	9	1	1	4	1	5	-	12	21

Procurement strategy

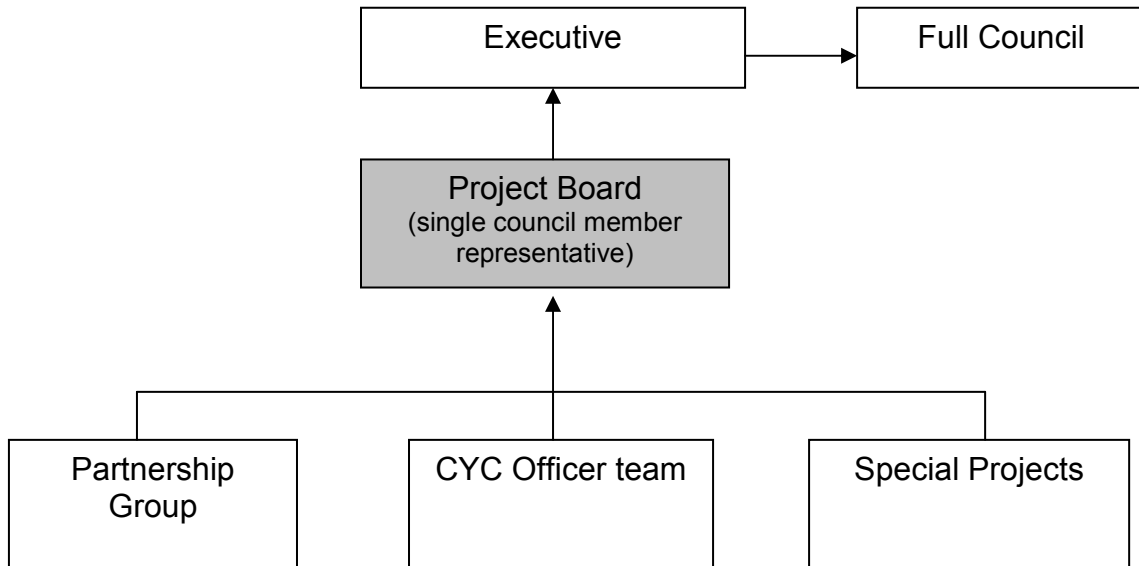
13. As the Council will derive a benefit from the delivery of the stadium the construction will fall under EU procurement regulations. It will not, for example, be possible for the developer to build the stadium and associated facilities as part of the S106 agreement. There are a number of procurement paths or options open to the council. One of the key challenges will be to ensure that sufficient commercial components are included and procured in a way that will create a positive revenue stream to cover the operation of the stadium and leisure facilities.
14. As part of the procurement design process, agreement must be reached offering some certainty of the following matters:
 - The mechanism and amount of funds to be transferred through the S106 agreement. Officers are currently developing a process to begin these negotiations.
 - Consideration of underwriting of the abortive costs of final bidders if Competitive Dialogue is the preferred route.
 - Option for using a pre-qualified / tender framework to reduce timescales. This might enable a development partner to work on the project at an earlier stage and be more involved in the design / business planning (as has worked successfully with a number of recently built stadia.
 - Details of the operating agreements between the clubs and the council. Once the plans have been prepared by the developers architects, discussions can be initiated to work towards Heads of Terms.
 - Resolution of outstanding legal matters relating to Huntington stadium and Waterworld.
15. There is considerable work to be undertaken before the procurement can begin. However, if the necessary resources are dedicated to the project a procurement strategy and plan could be in place by early / mid 2011.

Project management / governance arrangements

16. To date the project management and governance arrangements have been based on the decision made by Executive in Jan 2009. This agreed the use of the structure shown in **Figure 2**. It established a Project Board that was chaired by the Director of City Strategy with a single representative from each partner organisation. The council's nominated representative was the Member responsible for City Strategy.
17. The operation of the current structure in place sees all Community Stadium project business go through the Executive. This does not enable wider political input. It also limits the flexibility of the project board in its ability to

respond effectively to any issues due to the formalised lead-in times and other administrative constraints.

Figure 2: Existing governance arrangements



Partners have stated that greater transparency would be beneficial, particularly as this project has significant wider public interest. Additionally Members of the opposition parties have expressed that there should be wider political representation on the Project Board and that there is a need for a more publicly open forum. To this end two alternative options are proposed, these are set out in **Figures 3 & 4** below.

Figure 3: Multi-Party Advisory Board with co-opted partner representation

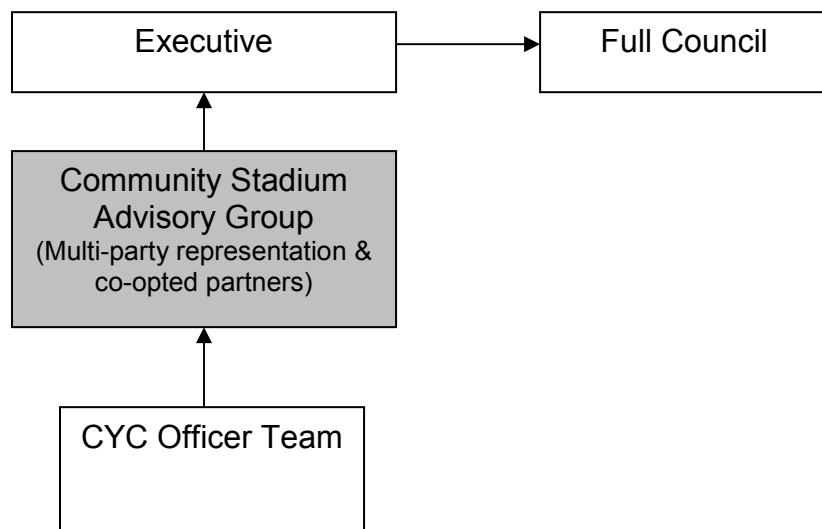
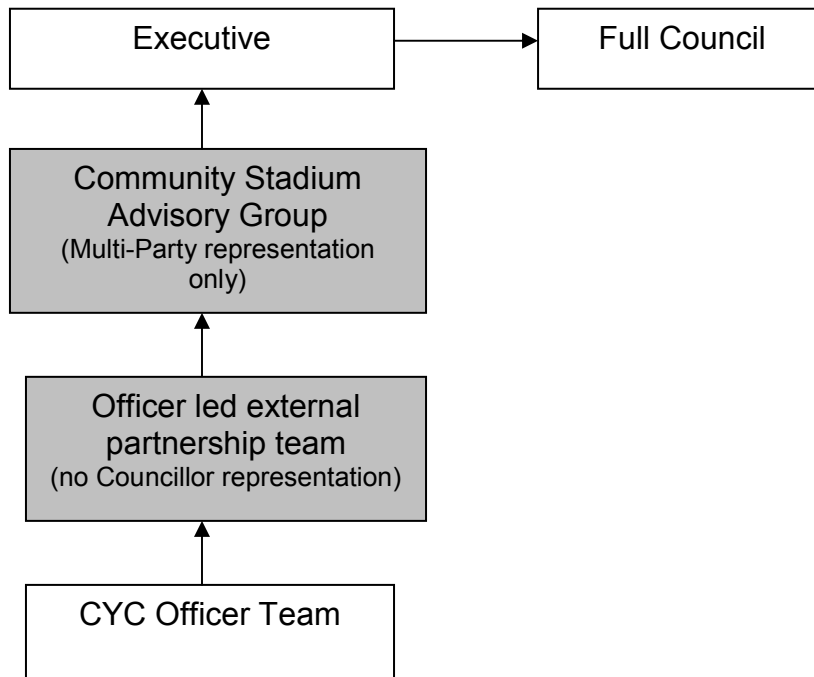


Figure 4: Multi-Party Advisory Group with council representation only. No partner representation



18. Both options include the creation of a Multi-Party Community Stadium Advisory Group. The principle of the Group is to enable the business of the project to be considered more regularly and in greater detail. It would report key findings to the Executive. The Executive would continue to be responsible for decision making.
19. Both options allow for more regular meetings, allowing to react to the demands of a commercially driven project, as the strict forward planning timetable for Executive papers would not be required. It would also offer the opportunity for independent / specialist advisors. Additionally it offers the opportunity for wider political representation. The Group's meetings would not be in public, however, the option to publish the agendas, minutes and potentially, findings, is available. The key matter for consideration is whether the Multi-Party Community Stadium Advisory Group should:
- a) formally co-opt the project partners (and possibly other key stakeholders).
 - b) be an advisory group with council representation only. Business with the project partners would take place at a simplified officer led partnership group with no councillor representation.
20. A more detailed report covering the working arrangements of the proposed Multi-Party Community Stadium Advisory Group is included in Annex 1 which is attached.

Corporate Priorities

21. The provision of a new community stadium for the city is a priority action in the Corporate Strategy 2009-2012 which states: "We will develop proposals to complete the building of a Community Stadium for the City that will provide high quality sport recreation and other community focused opportunities." It is also identified in Active York's 'Sport and Active Leisure Strategy' which was signed up to at the Leisure and Heritage EMAP in June 2005. The facilities section of this strategy was updated in May 2007.

Implications

Financial

22. This project currently has both a revenue and capital budget allocated. With regard to the revenue budget the project has £198K of Local Authority Business Growth Incentive (LABGI) funds that were approved at Full Council in July 2010 for the development of the project to the pre-procurement stage.
23. Officers will bring a more detailed report to the Executive with full financial details for the delivery of the project when the proposals are finalised.

Risk Management

24. A detailed report regarding the project's risks will be presented to the audit and governance Committee on 6th December 2010.

Equalities – There are no equalities implications at this stage.

Legal – There are no legal implications at this stage.

Human Resources – There are no implications.

Crime and Disorder – There are no implications

Information Technology – There are no implications

Property – There are no implications at this stage

Recommendations

1. That the Executive note the progress made on the Community Stadium project to date.

2. That the Executive choose a preferred model for the ongoing governance arrangements for the project.
- 3 That the Executive agree the approach set out for the provision of community and commercial components as set out in figure 1 in this report.

Contact Details

Authors:

Tim Atkins
Community Stadium Project
Manager
01904 551421

Chief Officer Responsible for the report:

Bill Woolley
Director of City Strategy
01904 551330

Charlie Croft
Assistant Director leisure
Culture & Neighbourhoods
01904 553371

Sarah Milton
Assistant Project Manager
01904 551460

Chief Officer's name
Title

Report Approved Date 8/10/10

Specialist Implications Officer(s) :
None

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

All tick

For further information please contact the author of the report

Background Papers:

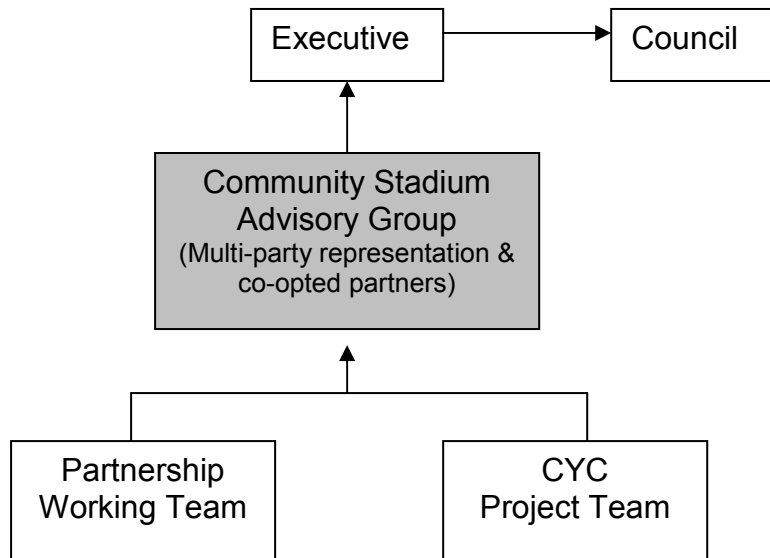
- Community Stadium Report to Staffing and Urgency Committee 21st May 2008
- Staffing and Urgency Committee Minutes 21st May 2008
- Deloitte report on community stadium for CYC 20th June 2008
- Active York's Sport and Leisure Strategy
- Executive Report 15th July 2008
- Executive Report 9th September 2008
- Executive Report 20th January 2009
- Executive Report 23rd June 2009
- Executive Report July 6th 2010

**Community Stadium
Options for Project Management Governance**

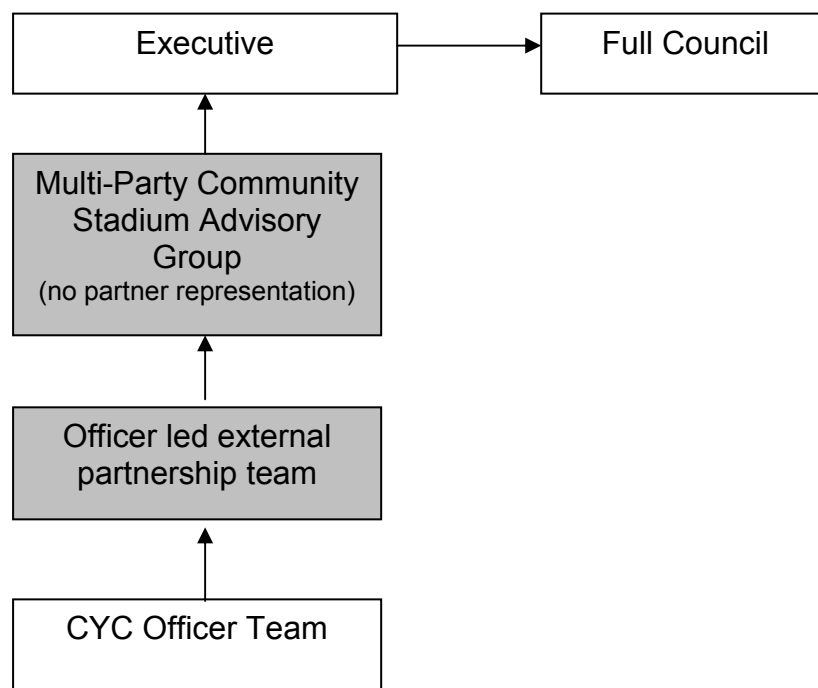
Purpose

The purpose of this document is to outline the proposed governance arrangements for the Community Stadium Project. Two options have been proposed (in addition to the option to remain with the current arrangements):

Option 1: Multi-Party Community Stadium Advisory Group with co-opted partners



Option 2: Multi-Party Community Stadium Advisory Group (with only council representation)



**Community Stadium
Options for Project Management Governance**

The key difference between these structures is that the membership of the Multi-Party Community Stadium Advisory Group, under **Option 1**, would include the project partners. They would be co-opted on to the group along with other advisors as required.

Under **Option 2** the Community Stadium Advisory Group would have only council representation with the option for external / specialist advisors. The work with the partners would be undertaken as part of an officer led partnership team. This team would report to the Multi-Party Community Stadium Advisory Group.

These structures would replace the current Partnership Board. It enables Council Members and Partners to discuss relevant business and make recommendations to the Council's Executive in a structured, clear, transparent and auditable manner. It also promotes the understanding of the mechanics of the project, its complexities, limitations and potential community offering.

The Multi-Party Community Stadium Advisory Group will not be a public meeting and therefore the public will not have access to the meetings or reports. However meeting agendas and minutes will be published online and therefore the Community Stadium's business will be in the public domain, securing clear and transparent audit trails.

Purpose, roles, responsibilities and remit of the Partnership Body

The purpose of the Group is to ensure:

- The Executive are appraised of the Community Stadium Project
- The vision for the Community Stadium is fully developed and engages all sections of the community in York.
- Guide the development of the business case
- Progress of the Community Stadium Project is reviewed
- The needs of the stakeholders are taken full account of
- Advise is given on future policies, programmes, deliverables, outcomes, project priorities.
- An assessment of future resource needs is undertaken.
- Cross-party involvement in discussions and recommendations.
- There is a clear audit trail behind recommendations made to the Executive
- The project receives politically proportionate input and advise.
- Positive promotion of internal and external communications, including public awareness of the community stadium project, is given.
- Members of the Body agree to provide this advisory role on the basis that their parties wish to positively influence the community stadium project.
- Scope for an independent advisor if appropriate.

**Community Stadium
Options for Project Management Governance**

Membership

Councillors

Membership will be politically proportionate. It is recommended that in order to keep meetings effective and focused there should be no more than 5 Councillor members in total though this will be decided by Group Leaders (more details are included in 'Next Steps').

Members who serve on the Partnership Body undertake to act as champions for the interests of the Community Stadium Project in other Council forums where they may have a role, for example Full Council, the Council's Executive and relevant Scrutiny Committees.

The Body does not have the power to make decisions. However Councillors have the ability to forward reports and raise issues and successes to the Executive.

Officers

Officers advise, report findings, progress and recommendations to the Partnership Body. The officers who will continuously attend the Body are the Core Project Team:

- Assistant Director Lifelong Learning, Resource Management, Communities and Neighborhoods
- Project Manager
- Assistant Project Manager

Due to the varied nature of the project there are a number of officers who may attend on an ad-hoc basis in regards to their expertise and the relevance of items on the agenda. These include, but are not limited to:

- Assistant Director of Transport and City Development
- Assistant Director of Planning
- Head of City Development
- Deputy Monitoring Officer Senior Solicitor
- Monitoring Officer
- Divisional Head of Traffic Management
- Head of Development Control
- Head of Procurement
- Strategic Finance Accountant
- Head of Asset and Property Management
- Corporate Procurement Manager

Partners (dependent on which option chosen)

Any external partner of the project can attend meetings and offer advice, opinions and concerns. Partners also act as champions for the interests of the Community Stadium Project and in other public forums whilst respecting the confidential nature of the project. The list of external partners currently includes (but is not limited to):

**Community Stadium
Options for Project Management Governance**

- Chairman of York City Football Club
- Chairman of York City Knights Rugby Football Club
- Chairman of City of York Athletics Club

Independent Advisor

It is recommended that the Advisory Group has an independent advisor who has relevant stadium and/or development experience to compliment the knowledge and expertise of the other members of the Group.

This is a 'critical friend' role which is to provide independent challenge, advice and recommendations to the Group in order to move the project forward positively.

Chairperson

A Senior Officer (Corporate Director) will undertake the role of Chairperson.

Option B – Officer Led Partnership Group

Under option B, the Multi-Party Community Stadium Advisory Group would have only council representation (Councillors), but otherwise work as above. However, a simplified officer led partnership group would be established to deal with the business of the project and partners. This would be a formal constituted group with terms of reference and minuted meetings. However, it would have no council member (councillor) representation.

This group would report to the Multi-Party Community Stadium Advisory Group, which would be the voice of the council, in turn report its findings to Executive as appropriate.

Meetings and Reporting

At the first meeting a chairperson (CYC Director) will be officially appointed.

Meetings of the Body will take place (approximately) quarterly. Additional ad-hoc meetings can be held if necessary.

Officers will be responsible for preparing documentation for the meeting and ensuring that it is dispatched in a timely manner; a week before the meeting will take place. A report will be taken to the Body quarterly. This will outline the current progress of the project including successes, issues and project forecasts.

Next Steps

- Agree on which model is preferred.
- Agree the Director who is to chair the group(s).
- To ask for independent advisor/critical friend nominations throughout the sector and locate potential resource to fund them.
- The total number of Councillor board members and party proportionality will need to be decided and agreed by Group Leaders prior to the Executive report (due to Executive 19th October 2010). It is recommended

**Community Stadium
Options for Project Management Governance**

that in order to keep meetings focused and effective there should be no more than 5 Members in total.

- Nominations for Partnership Body membership from each party will need to be received by the relevant party secretary by 15th October. The Leader of each party will need to select the name/s of those who will sit on the Body on the basis of their expertise and ability to make a contribution to the Body by 18th October 2010.
- Executive Members will be asked to approve the proposal, approve the Member configuration, approve the nominations put forward by Group Leaders and approve a chairperson on 19th October 2010.
- To arrange the first Group meeting.

This page is intentionally left blank

Annex 2

Development of community components and business case

1.0 Community potential of project

- 1.1 Community benefits and accessibility are an essential component of this project and principal justification for the council's involvement from the outset. In April 2009, the Executive agreed that the stadium would:
- Be accessible for the people of York and its visitors
 - Maximise community use including sport, education and health / well-being
 - Be a commercially sustainable
- 1.2 In June 2009 the Executive re-affirmed its commitment to deliver a vision for the stadium that provide a **hub of sport, health and learning**, which would be accessible to all.
- 1.3 Since January 2009, officers have been developing a city-wide community needs analysis. It has looked at uses that may compliment the community stadium project, assisting in the delivery of that vision. Case studies of other community stadia have been examined to identify good practice across the UK. Officers have engaged in detailed dialogue with numerous groups / stakeholders across the city as part of the process in identifying potential partners, discussing in details how this might be deliverable.
- 1.4 Table 1 provides a list of the groups that have been involved in discussions to date. Initially discussion took place with the knowledge that a site had not be identified. In July 2010, Monks Cross South was identified as the preferred site by the Council Executive. Since that date more focused discussions are underway with a number of stakeholders, with the objective of taking drafting heads of terms for inclusion in the project. This is a complex process, particularly as many organisations are currently facing a period of uncertainty.
- 1.5 If the stadium is to be delivered as part of an integrated retail / stadium development it offers significant potential as an exciting community venue. In addition to being part of the existing Waterworld leisure facility, the stadium would be integrated into a retail complex adjacent to a Park & Ride site. For many community services this provides two important selling points: accessibility and footfall. More focused discussions are underway with the following groups:

- York Teaching Hospital NHS Foundation Trust for the provision of a new health facility (potentially providing services such as physiotherapy, sexual health, blood service and others)
 - York St John University: provision of a Sports Institute and learning hub
 - Independent living and demonstration centre
 - CYC Library Services (potential for a new explore library)
- 1.6 Officers are actively progressing negotiations with the above stakeholders. Last week, York Teaching Hospital NHS Foundation Trust confirmed their interest to actively pursue the opportunity with the council's project team. This is considered a very positive step forward, as inclusion of an anchor health use provide a good synergy with the University's objectives and the wider vision for the project - to develop the links between sport, health and learning.
- 1.7 Not only do these services offer a strong match with the agreed vision for a **hub of sport, health and learning**, they would potentially bring a funding stream to the overall project, through either capital or on-going revenue contributions. Thus, contributing to another key principle of the project – commercial sustainability. This has been a successful model with other stadia examined such as the Halliwell Jones Stadium in Warrington, Deepdale in Preston North End and the B2net stadium at Chesterfield.
- 1.8 Each of these facilities have successfully integrated community uses within the stadium complex securing significant community benefits and an income stream contributing to its commercial sustainability. Table 3 sets out indicative costs and potential revenue streams.
- 1.9 As part of the development of the B2net stadium at Chesterfield, the club went through a similar process, approaching local community stakeholders and other public bodies to gauge their interest in forming a community hub in the stadium's east stand. This has progressed effectively and terms have been agreed for a range of community uses, all bringing a commercial revenue stream. Table 4 provides a summary of the criteria they used for this exercise.
- 1.10 In assessing the suitability of different stakeholders and uses consideration was given to the extent to which they 'fit' with the following areas:
- Equality & accessibility
 - Health
 - Sport's participation
 - Lifelong learning
 - Culture
- 1.11 These areas are enshrined as key themes in the Council's Corporate Strategy. A means of assessing the benefits or outputs potential uses

could offer was presented to the Executive in June 2009 as part of the Outline Business Case. A weighting was used to assess how potential uses / components fit with the key themes. This approach has been adopted as the project developed. In February 2010 the Executive received a report setting out potential community outputs against the key themes of the Corporate Strategy (Table 2).

- 1.12 This model has been further developed as part of the matrix set out in the main body of the Executive paper (19th October 2010). A scoring system between 0-5 is used. 5 showing an excellent fit and 0 showing no fit. In addition potential income stream and complexity have been added to provide a commercial balance to the scoring.

2.0 Development of Business Case

- 2.1 As set out in the main body of the report, discussions are progressing regarding potential designs for the site and the inclusion of different community uses. At the same time options for cost of the construction and operation of the stadium are developing. The following strands of work are progressing:

Comparator analysis

- 2.2 The contacts made and work undertaken looking at the operational models and costs of the operation of a number of relevant stadia is ongoing. This assists in developing potential operational and cost models.

Financial modelling

- 2.3 Using market intelligence and the comparator analysis the financial model for the construction and operation of the stadium is being continually updated. This will enable the development of a number of operating models for discussion with the project partners.

Market testing

- 2.4 (1) Assessing the potential mix of ancillary commercial uses such as restaurants / cafes / bars / retail / leisure uses / hotel etc. to provide an essential revenue stream to ensure the stadium and its community facilities will be sustainable. It will also assess compatibility with the wider retail / stadium scheme. (2) Assessing the market interest for the operation of the stadium and associated community and commercial uses and how this may impact on the management of the adjacent leisure centre.

Master planning / Design

- 2.5 Discussion are underway with the developer regarding a potential single comprehensive retail and community stadium scheme. Officers have a specialist client team providing guidance and advice on design, costing, operational and construction matters.

S106 negotiations

2.6 The council is waiting for the developer to prepare a development appraisal, so the value of the proposal be assessed. Only at this point will officers be able to provide a more accurate indication of what components may or may not be included within the scheme. It is not possible to progress the business case and provide a final proposal until these discussions have been completed.

Legal and property issues:

2.7 Detailed work is being progressed by the Council's legal service to secure the council's interests are protected.

Procurement:

2.8 Details of the procurement strand are covered in the main body of the report.

3.0 Project Timetable

3.1 The progress of the scheme is dependent on the pre-application discussions with the prospective developer. It is envisaged that an outline application may be ready for submission between December 2010 and February 2011 (depending on the nature / progress of the pre-application discussion). Until the details of the scheme are finalised it is not possible to provide an accurate timetable. The timescales and means of procurement will be dependent on the nature of the development (what components will be included).

3.2 An indicative timeline has been prepared on the basis of a large number of assumptions (Table 5). This does not represent a proposal, it simply provides a guide if the scheme were procured by means of Competitive Dialogue. All of these elements have a dependency on the progress of the pre-applications work being led by the developer, for which the council have limited control.

Table 1: Engagement with community stakeholders

Sports Bodies	
Discussions with stakeholders	<p>Discussed project with a range of governing bodies, sports clubs, funding agencies including:</p> <p>York City Knights, York City FC, Sport England, British Cycling, Football Foundation & The Football Stadia Improvement Fund, Active York, UK Athletics, England Athletics, Amateur Swimming Association, York Hockey Club, York Cycling clubs / representatives, York Football Leagues representatives, , York Football Facilities Development Steering Group, York Athletic Clubs, North Yorkshire Athletics Network, Hopgrove Sports Club, Nuffield Health, private sports operators.</p>
Community Health	
Discussions with stakeholders	<p>Ongoing discussions with the following potential stakeholders regarding project: York Hospital Trust, North Yorkshire PCT, York Health Group, Healthy City partnership.</p> <p>Examination of Polyclinic / health uses as part of stadium project. NY PCT and York District Hospital Trust, Department of Health, Strategic Health Authority. Also visited and discussed with exemplars from across the country – Hull PCT, Warrington PCT, North Lancashire PCT, Leeds Met University / Headingley stadium.</p>
Education, Skills and Training	
Discussion with stakeholders	<p>The objective is to incorporate a community learning zone as part of the stadium and act as a base for outreach work across the city. The possibility of developing a Institute for sport with York St John is also being developed.</p> <p>Discussions are underway with the following bodies: York St John University, University of York, Askham Byran College, York College, York High, York secondary School Head teachers, Higher York, Learning City, 14-19 Curriculum Implementation Group, NYBEP, Constructions Schools Academy.</p>
Business Champion Model	Working with Learning City and schools to use project as a learning tool for diploma courses. Pilot scheme with York High School. This initiative has began and the project team are supporting the delivery of diploma courses across the city.
Targeted Recruitment and Training	Working with CYC Planning Service, City Development, Higher York and Economic Development to implement a model which will satisfy training and recruitment needs through a the procurement of services and through the approval of planning applications.

Table 2: Potential outputs aligned with Corporate Strategy Themes

Strategic Theme	Potential Stadium Outputs	
Thrive	<ul style="list-style-type: none"> Job creation Hotel provision Office space provision Targeted recruitment and training 	<ul style="list-style-type: none"> Learning, training & skills development Conference/Exhibition facilities Support & promotion of resident & visitor economy
Sustainability	<ul style="list-style-type: none"> Low carbon building Leading by example Waste reduction Increase recycling 	<ul style="list-style-type: none"> New green technologies Re-useable energies Accessible by green forms of transport Built with sustainable materials
Safety	<ul style="list-style-type: none"> A base for blue light services Community hub & centre 	<ul style="list-style-type: none"> Closed road cycling Promotion of community engagement
Learning	<ul style="list-style-type: none"> Learning, training & skills Reduction in number of NEETs 	<ul style="list-style-type: none"> Non-traditional educational setting Student learning /syllabus contribution
Inclusive	<ul style="list-style-type: none"> Potential location in area of deprivation Community hub/centre Accessibility to all 	<ul style="list-style-type: none"> Volunteering opportunities Community sport Tackle health inequalities
Culture	<ul style="list-style-type: none"> Community sport Sports village Improved sports & active leisure facilities Professional sport 	<ul style="list-style-type: none"> Promote a sporting culture Events & hospitality facilities Encourage & increase volunteering Conference/exhibition facilities
Health	<ul style="list-style-type: none"> Health service provision Hub of well being New pathways into sport & active leisure 	<ul style="list-style-type: none"> Easy access to health services Encourage sport participation Address health inequalities

Table 3: Capital and revenue summary table

	Capital cost (including fees /contingency / inflation)	Potential External Funding	Revenue Income (per annum)	Revenue Costs (per annum)	Operator Net revenue (per annum)	Return on capital
	(£000s)	(£000s)	(£000s)	(£000s)	(£000s)	
Stadium & site works	9,000	2,000	372	593	-220	-2.4%
Athletics (off site)	1,469	330	18	144	-126	-10%
Flexible office / community space	2,599	0	180	162	18	1%
3G pitches (exc pavilion) off site	1,508	670	235	149	86	10%
Hotel (Budget)*	4,489	0	313	0	313	7%
Private health & fitness*	3,000	0	200	0	200	7%
Library	1,490	0	0	0	0	0
Total	23,555	3,000	1,318	1,048	271	

Notes to support table 3:

- These are potential components. This is not a proposal. It is likely that any future design would include some but not all of these components, dependent on the discussion that are currently ongoing with the developer.
- All capital costs include fees, contingency, inflation but not VAT
- Library assumes only capital costs
- Health & Fitness and Hotel revenue streams based on a long-term operating contract (thus no revenue costs).
- Flexible office / community space provides a 1,500 sq m building for a range of potential community / health uses as set out in the report above.

Table 4: Chesterfield B2net stadium’s community use principles set out in their document sent to the potential community stakeholders

1	The partnership must include at least one of the following: <ul style="list-style-type: none"> ▪ Social Inclusion ▪ Health ▪ Sports participation
2	The prospective partner must be compatible to the effective operation of the stadium and its surroundings
3	Partners must supply details regarding the deliverability of their project
4	Partners would be expected to pay a rental of between £12-£15 per sq foot.
5	Partners would be expected to commit to a minimum of 3 years providing a clear indication of a start point.

Table 5: Indicative project timetable

Competitive Dialogue	2011		2012		2013		2014		2015	
	Q1&2	Q3&4	Q1&2	Q3&4	Q1&2	Q3&4	Q1&2	Q3&4	Q1&2	Q3&4
Outline planning										
Procurement										
Detailed planning										
Finalise contracts										
Build stadium										
Stadium completed										

Table notes:

- Timescales are indicative and only provided to give high level illustration of potential timescales if a planning scheme is submitted in February 2011
- This table does not allow for SoS Call-in or other legal mechanisms. These would add slippage / delay to the programme.
- Other means of procurement exist, but these are dependent on the nature of the scheme to be procured. Until discussions with the developer are complete it is difficult to judge which will be the most appropriate route.



Executive19th October 2010

Report of the Director of City Strategy

**Climate Change Framework and Climate Change Action Plan for York –
Consultation results and proposed changes****Summary**

1. The purpose of this report is to outline the results of the city-wide consultation on the draft Climate Change Framework and Climate Change Action Plan for York. The report also highlights proposed amendments to the drafts and seeks permission to finalise and adopt the CCFAP for York by the end of 2010.

Background

2. As outlined in the Executive report of 16th February 2010 on 10:10 Campaign, a consultation draft of the Climate Change Framework (CCF) and Climate Change Action Plan (CCAP) were to be finalised by April 2010 and approval sought for a wider public consultation.
3. On 8th June 2010 the Executive approved these consultation drafts (available from : www.york.gov.uk/environment/sustainability/climatechange/2framework/). (For the purpose of this report both drafts will be referred to collectively as CCFAP)
4. The Framework is the overarching ambition of York to accelerate actions to reduce carbon emissions across the city. It illustrates the actions already on-going across York and highlights the key areas the city needs to begin to drive forward in order to eventually reach the national Climate Change Act¹ (2008) 80% reduction in CO₂ emissions by 2050. The Framework is to be used by the organisations across the city, including the council and WoW (Without Walls) partnership, to focus and drive forward coordinated action to tackle climate change.
5. The Action Plan for York is a combination of specific action plans. The plans are broken into mitigation actions, actions that will reduce emissions from across York, and adaptation actions, action that will

¹ The Climate Change Act 2008 is the UK's legally binding long-term framework to cut carbon emissions by 80% by 2050 and at least 34 percent by 2020 (1990 baseline). It also creates a framework for building the UK's ability to adapt to climate change.

help the city to prepare and adapt to climate change. The Action Plan is the delivery mechanism to achieving the Framework and the 10 key areas it aims to tackle.

6. Public consultation was carried out on the consultation draft CCFAP from 29th June 2010 – 1st September 2010. A summary of the consultation communication strategy is detailed in Annex 1. This consultation was predominately an on-line consultation that maximised the use of existing council and Without Walls Partnership consultation channels and events.

Current Position

7. An online questionnaire was available on the council's website from 29th June 2010 - 1st September 2010 for residents and businesses to give their opinions on the CCFAP before it was finalised. Annex 2 is a copy of the questionnaire.
8. Over 100 questionnaires were completed. A total of 94 questionnaires have been analysed (the remaining responses arrived late). 49 questionnaires were completed online and a further 45 were completed through various events and at reception areas/library. Annex 3 summarises the headline results. A full copy of the results and the detailed proposed amendments is available from the Sustainability Officer.
9. Through the results of the consultation, and the suggested actions that arise from them, the following amendments are proposed to the current draft CCFAP (available from : www.york.gov.uk/environment/sustainability/climatechange/2framework/):

a. Q1 - How strongly do you agree or disagree that it is important for the council and its partners to have a clear plan to tackle climate change?

Q2 - How important or unimportant are each of the 10 areas to you for tackling climate change in York?

Relating to the responses received for questions 1 and 2 above, no changes are suggested. An overwhelming majority of respondents agreed to some degree that it was important for the council and WoW to have clear plans on tackling climate change. All respondents also agreed that the 10 key areas for tackling climate change in York were important to some degree.

b. Q 3 - Are there any key areas or factors missing from the plans that should be included to tackle climate change in York?

The responses for question 3 suggest that the most common category of comments received related to creating sustainable

low carbon lifestyles (35% of all respondents stated this). Of these, the most common additional suggestions were for local food initiatives and sustainable schools/education programmes. As a result of this the CCFAP will be strengthened to include additional actions to develop, and work with, more partners across the city to deliver greater number of initiatives to support local food networks and food security. The CCFAP will also be strengthened to illustrate the work of the sustainable schools strategy and emerging action plan and additional actions to look to develop, and work with, more partners across the city to deliver greater number of initiatives to support schools.

- c. Another common response to missing areas identified through the consultation on the CCFAP related to sustainable transport. The CCFAP delivery mechanism for creating a sustainable transport system is through the LTP2 and in the future the emerging LTP3. It is proposed that the comments received on strengthening the sustainable transport section of the CCFAP will be fed into the LTP3s development and the Environment Partnership Board's Transport Subgroup for consideration.
- d. **Q4 - How strongly do you agree or disagree that it is important that the council encourages residents to reduce their carbon emissions in the home and whilst travelling around York?**

No changes are suggested relating to question 4. An overwhelming majority of respondents agreed to some degree that it is important for the council and WoW to encourage residents to reduce their carbon emissions. This is covered in the draft CCFAP through a number of various awareness campaigns (for example campaigns on energy efficiency, grants and renewable energy), and will continue to be one of the major categories of actions in the finalised CCFAP.

- e. **Q5 - What could the council and the Without Walls partnership (WoW) do to encourage you to reduce your carbon emissions?**

Relating to the responses for question 5, and in order for the CCFAP to support residents to reduce carbon emissions, 37% of respondents stated that more work and actions around sustainable transport improvements would encourage them to reduce their carbon emissions. As detailed in 9c, the CCFAP delivery mechanism for achieving a sustainable transport system is through the LTP2 and the emerging LTP3. Therefore it is proposed that transport related comments from question 5 are also fed into the LTP3's development.

- f. Other common categories of responses relating to question 5 that would support residents to reduce carbon emissions

included local food initiatives. As mentioned above in 9b the CCFAP will be strengthened to include additional actions to develop and work with more partners across the city to deliver local food networks and food security.

- g. Additional common responses relating to question 5 also included categories of responses for sustainable energy and the creation of sustainable, energy efficient homes. These areas are covered in the draft CCFAP, but further actions with partners such as Sustainability4Yorkshire will be investigated to better promote the uptake of energy efficiency and renewable energy in homes across York.

h. Q6 - How would you prefer to receive information regarding how you can reduce your carbon emissions in the home and whilst travelling around York?

In order for the CCFAP to support residents to reduce carbon emissions, the finalised CCFAP will look to enhance and create engaging information campaigns in the future. This will also be linked to the results of question 6, and will utilise the identified preferred methods of communication (Internet (15%) local newspaper (13%) and where feasible, local incentives (12%).

- i. In order for the CCFAP to further support residents to reduce carbon emissions, better promotion and information on energy efficiency grants and renewable energy grants specifically will be actioned in the finalised CCAP.

j. Q7 - How strongly do you agree or disagree it is important that the council encourages businesses in the city to reduce their carbon emissions created in the workplace?

Relating to the responses received for questions 7, no changes are suggested. An overwhelming majority of respondents agreed to some degree that it is important for the council to encourage businesses to reduce their carbon emissions. In order for the CCFAP to support businesses to reduce carbon emissions, comprehensive promotion and information on energy efficiency grants and renewable energy grants will be made stronger in the finalised CCAP and further actions with partners will also be investigated. This will also continue to be one of the major focuses of actions in the finalised CCFAP.

k. Q8 - Do you have any other comments on the Climate Change Framework and Action Plan?

Relating to responses to question 8, the most frequent category of response received was surrounding low carbon lifestyles. The most common of these responses related to improvements to education campaigns and information. Action to deliver this is

already covered in the consultation draft of the CCFAP, but further actions with partners such as York in Transition, St Nicholas Fields Environment Centre and Sustainability4Yorkshire will be investigated to better promote a wide range of campaigns and advice to help York's residents to live more sustainable lifestyles.

- I. Also relating to responses to question 8, another common response received related to improving sustainable transport. The current LTP2 and LTP3 will deliver the sustainable transport system for the CCFAP and reductions in CO2 emissions. The comments received from this consultation will be feed into the LTP3 development.
10. The above amendments are a summary of proposed actions and / or proposed amendments. Details of all the actions that will be carried out as a result of the consultation responses are available from the Sustainability Officer.
11. As detailed in the 8th June 2010 Executive Paper - *Climate Change Framework and Climate Change Action Plan for York – Consultation drafts and Update*, to better understand how the CCFAP will achieve its 40 per cent and 80 per cent targets, and the actions the council and city will need to take over the next 40 years to achieve them, a carbon descent trajectory for York was to be created to support the development of the finalised CCFAP.
12. This carbon modelling work is currently in progress to quantify current actions, future actions and national intervention. It will determine a priority list of future actions and interventions that will enable York to meet its targets. This list of actions will be added to the finalised CCFAP once available. It is likely some will require substantial investment and resources. In this case, actions to assess feasibility and viability will be added to the Climate Change Action Plan.
13. Some background to the modelling is detailed in Annex 4.
14. This modelling is expected to be completed during October 2010. It is already clear from the initial models that maximising the potential of renewable energy in York will be vital, as too will developing citywide programmes to develop an increased up-take in domestic and non-domestic energy efficiency measures (including lighting, solid wall insulation, loft insulation and boiler replacements), behavioural change, road transport fuel reduction, road transport efficiency, replacement road fuels (such as for example biofuel or electricity).
15. Once this work is completed it will then be used to determine a priority list of future actions and interventions that will enable York

to met its targets. This list of actions will be added to the finalised CCFAP.

16. An event will also be arranged to share the full results with key council officers and executive members (end of October / November 2010).

Next Steps for the CCFAP

17. Both the council and the WoW will need to approve the suggested amendments to the current CCFAP. Approval will be sought from both organisations. Should CYC's Executive, WoW's EPB Board and WOW Board approve proposed amendments, finalised versions of the CCFAP will be available on-line before the end of 2010.
18. Once finalised the CCFAP will be delivered and implemented by the Climate Change Subgroup of the Environment Partnership Board and key partner organisations including the council and Without Walls Partnership. The creation of CCFAP have been the primary responsibility of the Sustainability Officer who will now continue in this coordination role to ensure implementation and delivery

Consultation

19. The draft CCFAP have been created by the Climate Change Subgroup of the Environment Partnership Board. In order to create these documents officers from across the council have been involved in their development. These include teams from Forward Planning, Transport Planning, Design, Conservation and Sustainable Development, Waste, Environmental Protection, Housing, Procurement, Civil Engineering, Emergency Planning and Engineering Consultancy. Wider development also included key partners from Energy Saving Trust advice centre, Energy Partnership, North Yorkshire Green Business Club, Natural England, Environment Agency, Friends of St Nicolas Fields, Environment Forum and SEI and Higher York.
20. Annex 1 also details the wider public consultation of the draft CCFAP.

Options

21. There are two options at this stage for managing climate change across York:
 - Option A – accept the amendments proposed above, and the actions identified through the carbon modelling work, to create an finalised CCFAP. This will establish a high-level coordinated citywide approach to tackle climate change in York. It will also illustrate the challenge ahead

in meeting the targets and define the actions that York will need to investigate and secure resources to deliver in the future.

- Option B – do not accept the amendments above and adopt the consultation draft CCFAP. Adopting the consultation draft framework and action plan will not reflect the additional aspirations of the city expressed through the consultation nor will it include the carbon modelling work that sets out a roadmap to achieving the CCFAP targets. Without such a roadmap, it will be difficult for York to understand what its actions and resources are necessary to reach the CCFAP targets.

Analysis

22. Option A will ensure that an accelerated, coordinated approach is taken across York. The city will also be working towards a clear plan to achieve the 40 per cent and 80 per cent carbon reduction targets by 2020 and 2050. The city will also feel like they have buy-in and involvement in the development and implementation of the plans.
23. Option B will ensure a coordinated approach is taken across York to mitigate climate change but it will be unclear how the CCFAP will meet the 40 per cent and 80 per cent carbon reduction targets by 2020 and 2050. It will also be a framework and action plan that residents and businesses do not feel they have buy-in to.

Corporate Priorities

- Addressing climate change is a key component to delivering on CYC's corporate ambition of delivering a sustainable city – *“We aim to be clean and green, reducing our impact on the environment while maintaining York's special qualities and enabling the city and its communities to grow and thrive”*

The CCF and CCAP will also contribute towards the following city priorities:

- ‘Without Walls’ – the Sustainable Community Strategy which provides the sustainable framework for York;
- ‘Without Walls’ – Sustainable Community Strategy: Sustainable City Chapter - including: *“To lead the implementation of City of York Climate Change Strategy, emphasising the need for everyone to reduce their impact on the local and global environment and to measure their carbon and ecological footprint”*.

Implications

24. **Financial** – All actions detailed in the CCFAP are financed through existing CYC and existing partners budgets. (* Some transport related actions are subject to review by the new government). There is limited DCSD Sustainability budget to facilitate communication and marketing of the finalised CCFAP and for wider communication messages surrounding sustainable lifestyles. * Please note that large scale, city-wide actions resulting from the carbon modelling are not included in the CCFAP. Once added to the CCFAP, there may be financial implications. In this case feasibility and viability will be investigated through the Climate Change Action Plan and financial implications identified through this process. It is likely that such large scale programmes will need approval from council and WoW and future reports will be drafted to secure approval.
25. **Human Resources:** - The CCFAP are drafted on the basis of existing staff resources (*These are subject to CYC Organisation Review and other government cuts for partners).
26. **Equalities, Legal, Crime and Disorder:** A EIA has been drafted to accompany the CCFAP. A finalised copy will be available in November 2010.
27. **Property and IT** – To continue to use the Carbon Descent Vantage Point software post 2011 there is an annual licence fee. 2010 licence has already been paid.

Risk Management

Potential risks include:

28. Failure by the council and WoW partners to deliver actions as per the Climate Change Action Plan. This would result in the City of York failing to meet the carbon reduction targets of the CCFAP, the EU Covenants of Mayors and the Friends of Earth 'Get Serious' campaign.
29. Failure of the council and WoW partners to take a coordinated approach and actions to adapt to a changing climate. Failure to act may result in social, economic and environmental damage and disruptions across York's communities, businesses and transport networks.
30. Lack of sufficient co-ordination of the CCFAP city wide actions in addition to the council's other sustainability priorities. The capacity to assist delivery of city-wide programmes of action is currently limited and the proposed amendments that respond to the consultation result in an increased risk that the level of coordination needed can not be fully delivered, in addition to existing priorities..

This leaves a real possibility that the council and WoW partners will fail to deliver the actions necessary meet the carbon reduction targets of the CCFAP.

31. To monitor the above risks the following risk management process are in place :
 - a. The climate change subgroup of the EPB will manage the CCFAP (lead by the Sustainability Officer of CYC).
 - b. A monitoring strategy is also in place and will be delivered by the Climate Change Subgroup(lead by the Sustainability Officer of CYC).
 - c. Regular updates and progress reports will be issued to WoW and CYC Executive to advise progress against the targets and assess whether adequate resources are in place to maintain the necessary progress
 - d. CYC have made adapting to climate change a corporate risk and will develop and carry out a comprehensive risk assessment of all directorates by April 2011.
 - e. Re-prioritisation of the Sustainability Team's CYC and city-wide work priorities will also be carried out in mitigate the risk of the Sustainability Officer's limited capacity to deliver the CCFAP.

Recommendations

32. Executive are asked to approve the proposed amendments to the draft CCFAP.
33. Reason: To enable the CCFAP to progress and to be approved and adopted.
34. Executive are asked to note the risks of delivering the finalised CCFAP and the scale of the challenge ahead, and the risks of delivering such city-wide targets that rely on partnership working to achieve them.
35. Reason: To highlight the ambition and challenge ahead of meeting the CCFAP whilst noting the finite capacity of coordinating and delivering the targets through the existing CYC Sustainability Officer.

Author: David Warburton
Email:
Jacqueline.warren@york.gov.uk

Chief Officer Responsible for the report:
Bill Woolley
Director of City Strategy
Tel: (01904) 551330
Email: bill.woolley@york.gov.uk

Wards Affected: All

Report Approved **Date** 6 October 2010

For further information please contact the author of the report

Background Papers

Report to and minutes of CYC Executive 8th June 2010

Annex:

Annex 1 – Communication Strategy

Annex 2 – Consultation Questionnaire

Annex 3 – Summary of the Results of the Consultation on the Climate Change Framework and Action Plan

Annex 4 – Carbon Modelling background paper

Annex 1:

Climate Change Framework and Climate Change Action Plan for York

Outline communication plan

Target Audience

1. **WoW Partnership (Board and thematic partnerships)**
2. **CYC (internal)**
3. **Residents, local organisations / businesses**

The following activities were carried out to communicate the consultation of the CCF and CCAP to residents and other organisations across York.

Communication Channels

CYC website – online draft consultation survey

- On-line survey to allow residents and local businesses to submit comments and feedback on the drafts CCF and CCAP.

CYC website

- Refreshed pages outlining the aims and vision of the consultation, CCF and CCAP & tackling climate change in the city; and
- Refresh pages on taking action & include the addition of a sustainable city leaflet – Tackling Climate Change together.

Without Walls Website

- Refreshed pages to reflect the new consultation, CCF and CCAP;
- Refreshed pages on taking action & include the sustainable city leaflet – Tackling Climate Change together; and

WoW quarterly e-zine

Your City

- Article and full back page

CYC Reception areas and Central Library (hard copies)

Focus groups

- Through the Talk Back panels a series of focus group meeting were held (3)
- Youth Council

Ward/ parish council

- Attend various meetings (8 ward committees attended)

Events

- Attend various outdoor community events including York Pride

Press releases

- Launch event at Bootham School
- Follow up /reminders articles

Launch event

- The public consultation was launched at Bootham School with young people acting and interrupting the 10 key areas of the CCFAP.

Promotional materials

- Various banners, cotton bags and Creating a Sustainable York leaflet were designed and issued through the above events and meetings.

This page is intentionally left blank

QUESTION CONTINUED OVERLEAF

	Very important	Fairly important	Neither / nor	Fairly unimportant	Very unimportant	Don't know
Sustainable Without Walls Partnership - drive forward carbon reduction and climate change adaptation actions across many partners in York	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepared, resilient York against the predicted changes in York's future climate - investigate the likely future impacts of climate change for the city and ensure we better prepare and protect York in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable planning, agriculture and land use - ensure that planning in York assists in the creation of an environmentally friendly city that reduces the ecological and carbon footprint of York	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Are there any key areas missing from the plans that should be included to tackle climate change in York? If so, please write in.

4. How strongly do you agree or disagree that it is important that the council encourages residents to reduce their carbon emissions in the home and whilst travelling around York?
Please tick one box only

- | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree | Tend to agree | Neither / nor | Tend to disagree | Strongly disagree | Don't know |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| CONTINUE | CONTINUE | GO TO Q7 | GO TO Q7 | GO TO Q7 | GO TO Q7 |

For residents and businesses in York the Climate change framework and action plan will, over their duration, help them all to live and work in a more sustainable, low-carbon city where people:

- live and work in energy-efficient buildings with smaller fuel bills
- drive less and walk and cycle more
- use renewable sources of energy to heat buildings or power cars and buses
- create less waste, recycle and compost more.

5. What could the council and the Without Walls partnership (WoW) do to encourage you to reduce your carbon emissions? Please write in

6. How would you prefer to receive information regarding how you can reduce your carbon emissions in the home and whilst travelling around York? Please tick as many as apply

Local newspaper	<input type="checkbox"/>	Leaflets available at council and other public receptions	<input type="checkbox"/>
Local radio	<input type="checkbox"/>	Information booklet on request from council	<input type="checkbox"/>
Television	<input type="checkbox"/>	Specific climate change events	<input type="checkbox"/>
Internet	<input type="checkbox"/>	General public events	<input type="checkbox"/>
Leaflet to every household in the city	<input type="checkbox"/>	Incentives	<input type="checkbox"/>
Face to face support	<input type="checkbox"/>	Local networks of support / discussion groups	<input type="checkbox"/>
Competitions	<input type="checkbox"/>	Other (please specify) _____	

7. How strongly do you agree or disagree it is important that the council encourages businesses in the city to reduce their carbon emissions created in the workplace? Please tick one box only

Strongly agree Tend to agree Neither / nor Tend to disagree Strongly disagree Don't know

8. If you have time, please look over the 'Climate Change Framework and Action Plan Summary Document'. Do you have any other comments on the Climate Change Framework and Action Plan? If so, please write in.

For more information please read the 'Climate Change Framework and Action Plan Summary Document'

Please return completed surveys to:

FAO. Jacqui Warren, Sustainability Officer, 9 St Leonard's Place, York, YO17ET

This questionnaire is also available in alternative formats. To request a copy in another format or if you need assistance to complete the form please contact (01904) 551666.

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

This page is intentionally left blank

Annex 3

Results of the consultation on the Climate Change Framework and Climate Change Action Plan

Background

Public consultation on the draft climate change framework and action plan (CCFAP) was carried out from 29th June 2010 – 1st September 2010.

A survey was available on the council's website or available in hard copy for residents and businesses to give their opinions on the CCFAP before it was finalised.

Both quantitative and qualitative methodologies have been used to assess the results of the survey. Questions 1,2,4,6 and 7 use a standard quantitative methodology whilst questions 3,5,8 use a qualitative, thematic analysis. Annex 1 of this report detail the thematic categories used to group together responses in order to allow analysis of the results.

Other results are also detailed in this report. These relate to comments received at community events and also from the 3 focus group sessions held.

Questionnaire results

94 questionnaires were completed. Results have been reported in most cases as percentages, however due to the small base size of 94 respondents, the percentages should be treated with caution and not presented as statistically reliable results, but rather more indicative.

Question 1

How strongly do you agree/ disagree that it is important for the council and its partners to have a clear plan to tackle climate change?

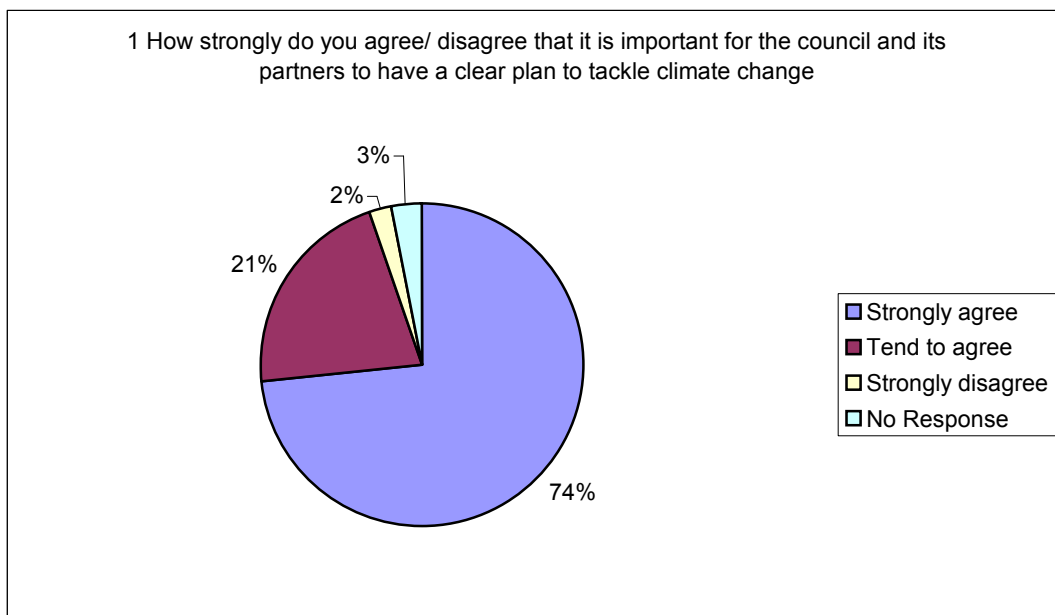


Figure 1. Graph illustrating responses to Question 1

As illustrated in Figure 1, an overwhelming majority of respondents agreed to some degree that it is important for the council and partners to have clear plans to tackle climate change in York (95%). Of these respondents, just less than three quarters (74%) strongly agreed whilst 21% said they 'tend to agree'. The remaining 5% of respondents either stated that they 'strongly disagree' or did not choose to answer this question.

Question 2:

How important or unimportant are each of the 10 key areas for tackling climate change in York?

The majority of respondents believed that all 10 areas highlighted in the CCFAP were important to some degree. Key areas that appeared most important were Sustainable homes (97%) Sustainable Buildings (97%) Sustainable Energy (95%) Sustainable Waste Management (95%). Sustainable WoW, Preparing for the predicted changes in York's future climate and Sustainable planning, agriculture and land-use were least important (85%, 83% and 79%)(* please note that due to an administrative error 8 responses were missing from the non-online, paper based questionnaires for the sustainable planning, agriculture and Land-use sections). Table 1. Illustrates the full results below.

Table 1. Table showing the complete results to question 2

Areas	Very important	Fairly important	Neither / nor	Fairly unimportant	Very unimportant	Don't know	No response	total important	%	Ranked
Sustainable homes	71	20	1	1			1			
non- online	36	8	1					91	96.81	1
on-line	35	12		1			1			
	71	20	1	1						
Sustainable buildings	71	20	1	1			1	91	96.81	1
non- online	34	10	1							
on-line	37	10		1			1			
	71	20	1	1						
Sustainable energy	61	28	3	1			1	89	94.68	2
non- online	31	12	2							
on-line	30	16	1	1			1			
	61	28	3	1						
Sustainable waste management	72	17	2				3	89	94.68	2
non- online	38	4	1				2			
on-line	34	13	1				1			
	72	17	2				3			
Sustainable transport	67	19	5	1			2	86	91.49	5
non- online	31	9	4				1			
on-line	36	10	1	1			1			
	67	19	5	1			2			
Sustainable low carbon economy	51	33	6	2	1		1	84	89.36	6
non- online	29	14	2							
on-line	22	19	4	2	1		1			

	51	33	6	2	1		1			
Sustainable low carbon lifestyles	55	29	7	1	1		1	84	89.36	6
non- online	28	15	2							
on-line	27	14	5	1	1		1			
	55	29	7	1	1					
Sustainable planning, agriculture and land use										
	56	19	8	2			9	75	79.79	10
non- online	25	8	4				8			
on-line	31	11	4	2			1			
	56	19	8	2			9			
Sustainable WoW										
	39	41	8	3	1	1	1	80	85.11	8
non- online	20	21	3			1				
on-line	19	20	5	3	1		1			
	39	41	8	3	1	1				
Resilient York against predicted changes in York's future climate										
	43	35	10	5			1	78	82.98	9
non- online	19	21	4	1						
on-line	24	14	6	4			1			
	43	35	10	5			1			

Question 3

Are there any key areas missing from the plans that should be included to tackle climate change in York?

35% of all responses received for this question felt that the CCFAP was missing action surrounding low carbon lifestyles. Of these responses, the most common responses stated that more local food initiatives and more work within schools was needed in CCFAP to create sustainable low carbon lifestyles across York. Figure 2 illustrates this.

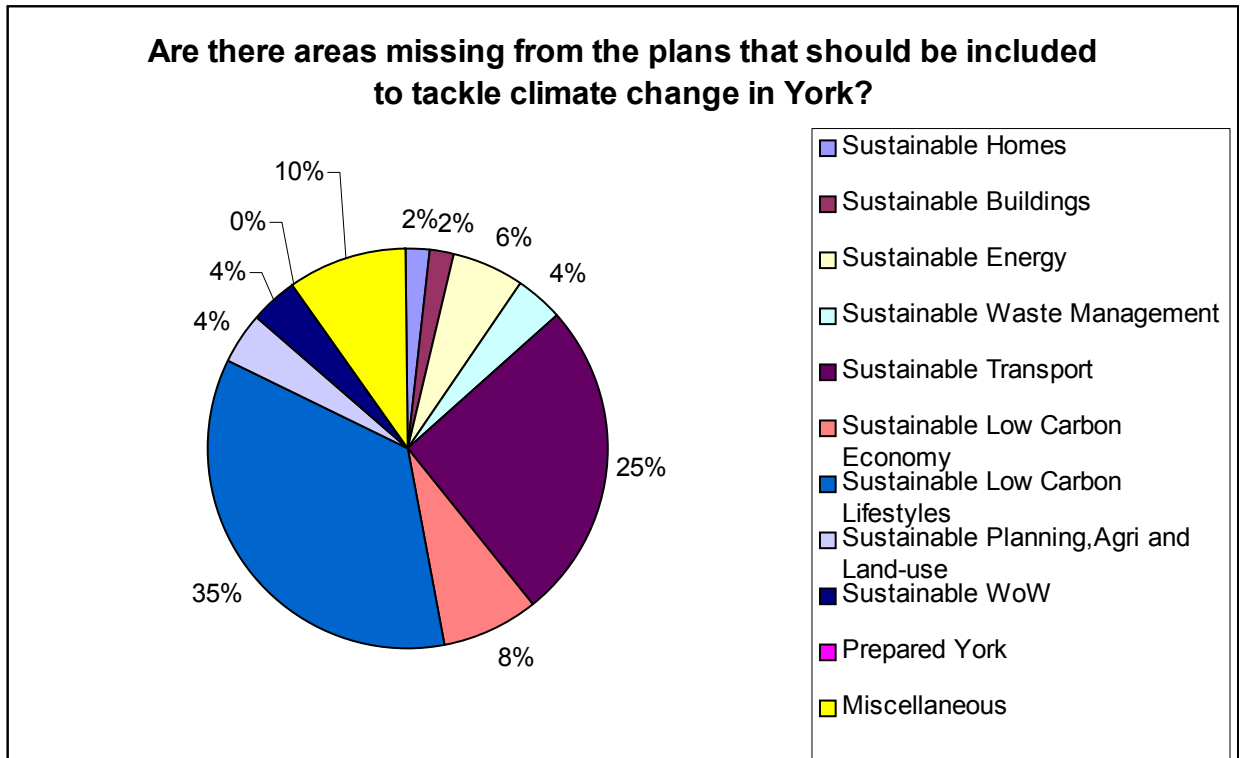


Figure 2. Graph illustrating suggested missing areas of the CCFAP

An sample of responses are detailed below:

Food security - developing local supply networks

I think sustainable food is such a huge issue it should have it's own plan. Both in terms of resilience and sustainability local food production is absolutely essential to future plans

Ensure that the basic concepts of energy conservation, climate change and education in CO2 levels are taught from Primary School level upwards. Use simple factual examples so that anyone can understand the basic principles from an early age.

25% of all responses received for this question felt that the CCFAP was missing action surrounding sustainable transport issues. Of these responses surrounding sustainable transport, the comments stated a whole range of issues missing from general improvements to the transport network to better bus and cycle provisions.

Sample of responses are detailed below:
Encourage electric cars - charging points

Ban cars in the city centre

Improve bus services/public transport to reduce need to use car

Other areas also stated in lesser numbers than the above included miscellaneous issues, low carbon economy and sustainable energy.

Examples of responses are detailed below:

Where is the cash(lots) coming from for this valuable work

More Biomass energy using fuel from local farms

Areas least mentioned were in sustainable homes, sustainable buildings and no responses were stated at all for action around a prepared, resilient York against the predicted changes in York's future climate

Question 4

How strongly do you agree or disagree that it is important that the council / WoW encourages residents to reduce their carbon emissions in the home and whilst travelling around York?

An overwhelming majority of respondents agreed to some degree that the council should encourage residents to reduce their carbon emissions at home and whilst travelling (95%). Of these respondents, 65% strongly agreed and 30% said they 'tended to agree'. A minority disagreed (3%) and one respondent did not respond to this question. Figure 3 illustrates this below.

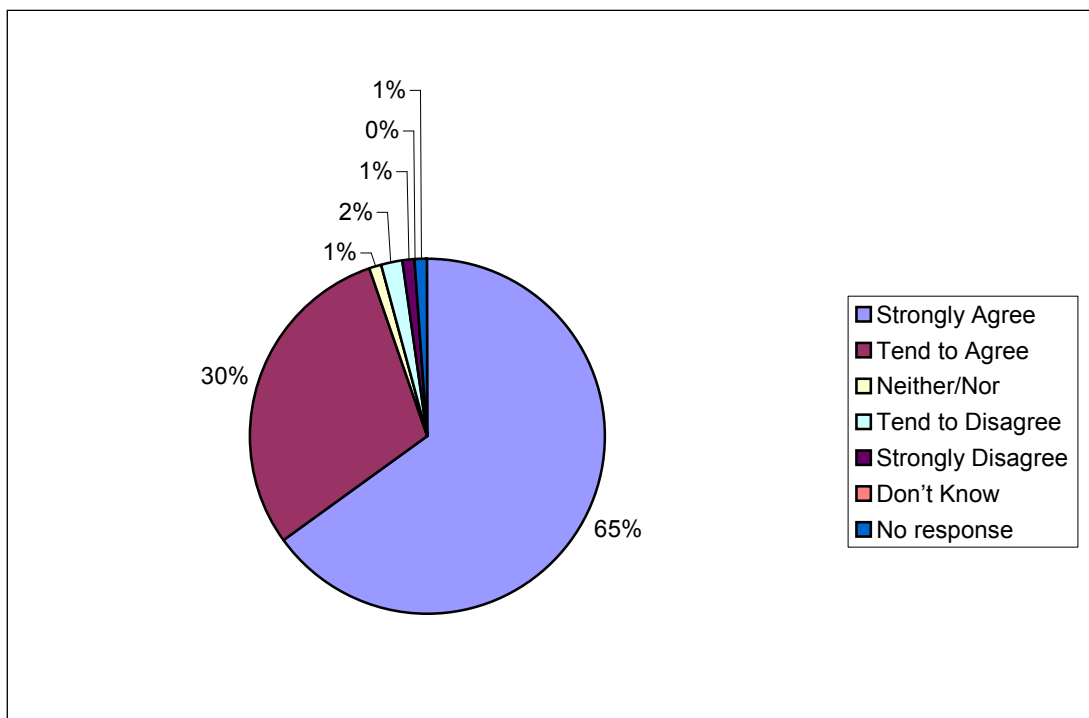


Figure 3. Graph illustrating the responses to question 4.

Question 5

What could the council and the Without Walls partnership (WoW) do to encourage you to reduce your carbon emissions?

Of all the responses received for this question, 37% related to improvements to transport networks. Of these responses, the most popular comments related to improving and providing better cycling provisions and better bus services. Other popular categories of actions that would encourage residents to reduce their carbon emissions included 19% for actions surrounding low carbon lifestyles. Of these responses better information on sustainable lifestyles was the most common response. Other common responses included 15 % for action around sustainable energy , 12% for actions in homes and 11% for sustainable waste management. Least mentioned categories of actions that would help residents to reduce carbon emissions were sustainable planning, agriculture and land-use, sustainable WoW and resilient York. Figure 4 illustrates the results below.

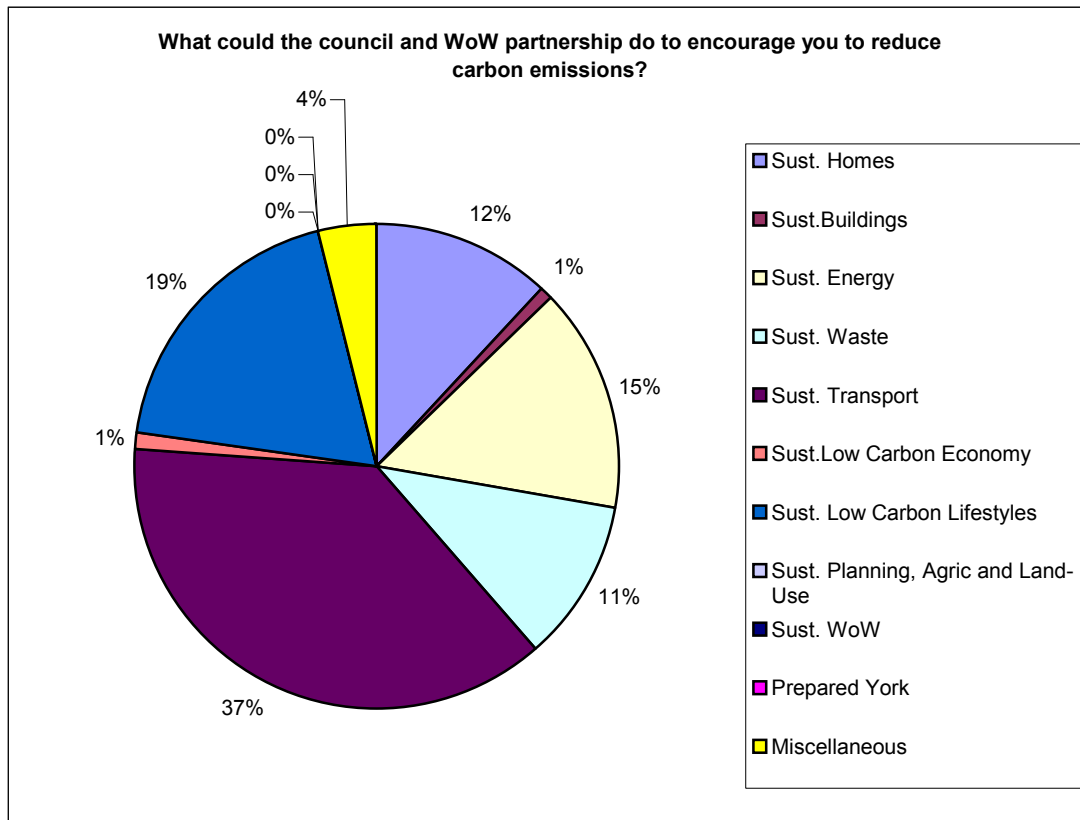


Figure 4. Graph illustrating the responses to question 5.

Examples of these comments are detailed below:

Transport

Reduce fares on public transport

Remove cycles from footpath

Sustainable low carbon lifestyles

Make it interesting and fun when possible. offer incentives for people to care about the environment

Promote good practices in every day York life, have public bodies and partners lead by example and have council policies and processes enforce as much as possible.

Question 6.

How would you prefer to receive information regarding how you can reduce your carbon emissions in the home and whilst travelling around York?

The most popular methods stated to receive information through the internet (15%) and local newspapers (13%). Also commonly stated were incentives (12%). Communication methods that were least popular included television, competitions and face-to-face support.

Graph 5 illustrates the results below:

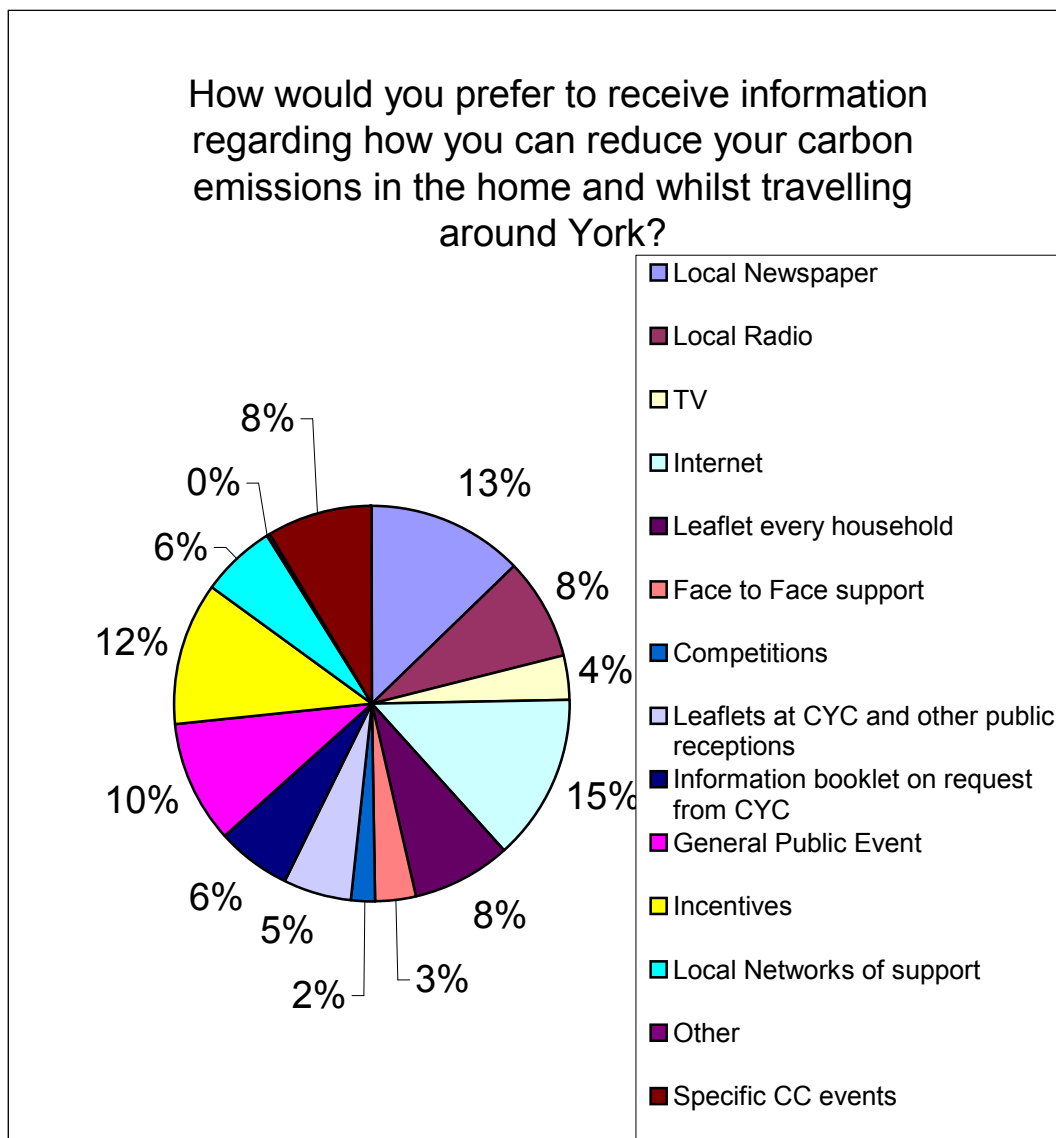
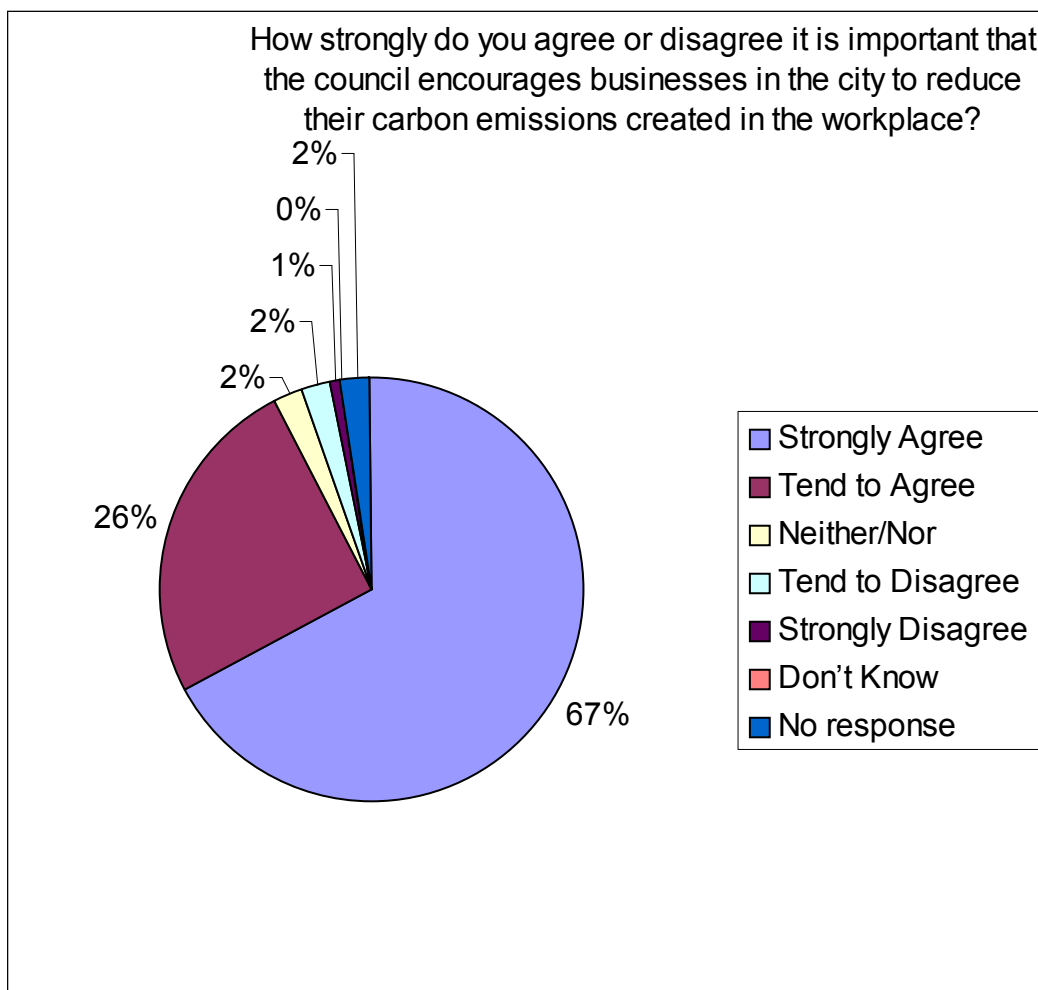


Figure 5 Graph illustrating the results of question 6

Question 7

How strongly do you agree or disagree it is important that the council encourages businesses in the city to reduce their carbon emissions created in the workplace?

An overwhelming majority of respondents agreed to some degree that the Council should encourage businesses to reduce their carbon emissions (93%). Of these respondents, 67% strongly agreed and 26% said they 'tended to agree'. A minority disagreed (3%) and 1% of respondent did not respond to this question, whilst 2 % did not express an opinion either way (neither / nor). Figure 6 illustrates this below



Question 8

Do you have any other comments on the Climate Change Framework and Action Plan?

35 out of the 94 respondents responded to this question. The most common category of responses related to low carbon lifestyles (26%). Of these low carbon lifestyle responses, the most common response was for better information.

Examples of these comments are detailed below:

Many people don't realise how their little bit matters or that climate change is relevant to them. If they do they may feel so overwhelmed by the enormity of it that they don't bother because they may feel their little bit is so small not to matter. Getting the public to realise that every little bit does matter, that if everyone did it, there would be a significant positive impact and that by being green it could have a positive impact on their pocket (always a good driver).

Making it easy for people to find out information, what's available, where to get grants, what small businesses could do should be a priority for the Council

Other popular categories of responses were miscellaneous (25%). Responses here included general responses but also the need to more:

I think you have overlooked the need for speed - partnership working and consultations are OK but the need for action to meet the required carbon cuts is urgent - if the deadline passes without much progress being made then people will lose heart and stop trying to make changes

All good stuff but please, no more words. Let's have some action. Businesses know what they have to do, we just need some clear mechanisms for actually getting things done!

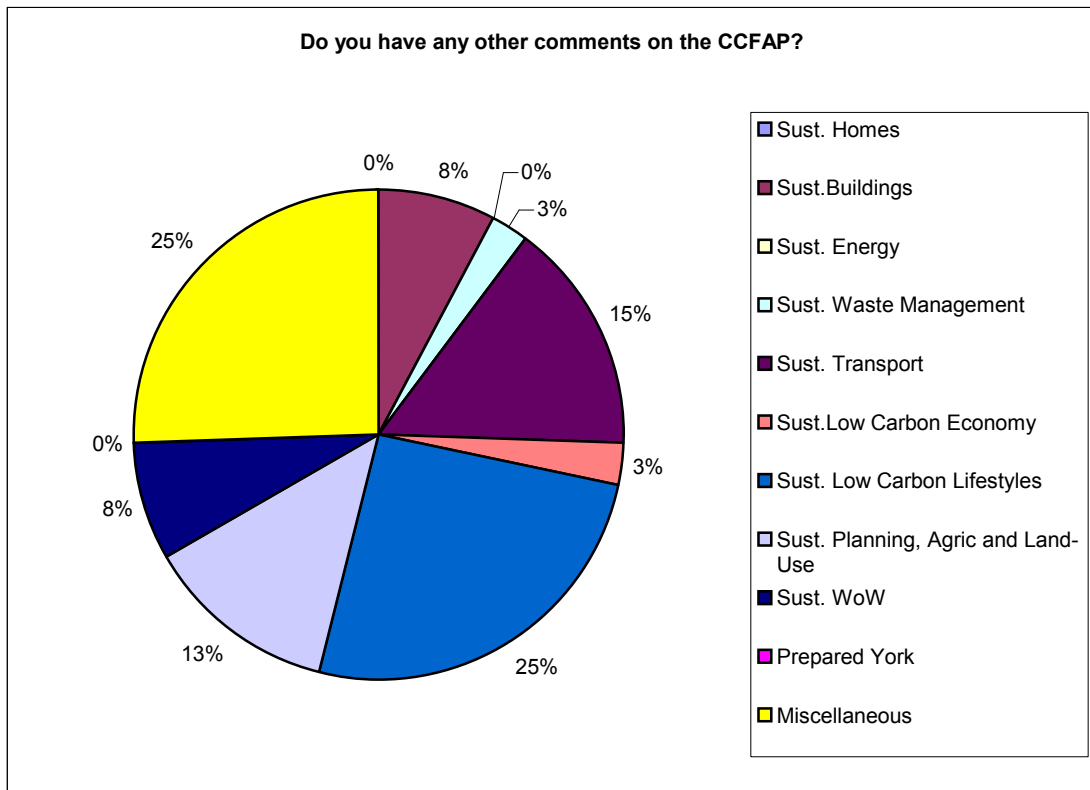
Also popular categories of responses were sustainable transport (15%) and sustainable planning, agriculture and land use (13%).

Examples of responses are detailed below:

There needs to be radical measures to reduce the growth in urban private road transport

Show leadership within the council by being "low emissions". Get more people cycling

It is important to improve the energy efficiency of both existing and new buildings and to take a whole life-cost approach rather than seeking quick fixes. For example, ground-source heat pumps may be costly but the pay back is significant (5 years and a 75% heating bill reduction in Castle Howard's case!). This type of approach should be embedded throughout planning, transport and economic development policies.



Other results

Community events

At ward committee surgeries and outdoor public events a condensed version of the questionnaire was used. This involved participants answering just 3 questions. Question 2,4 and 5 of the original questionnaire (see Annex 2).

Results

Question 2

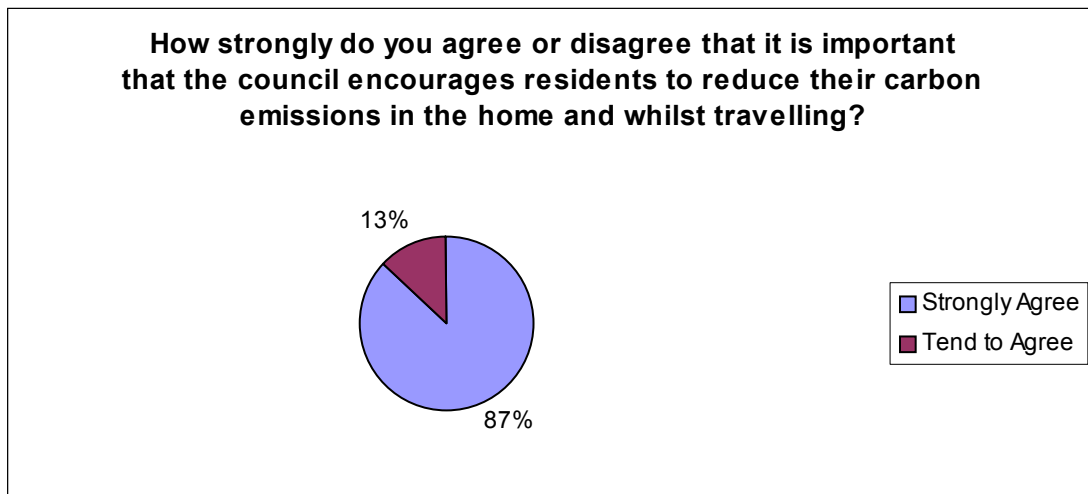
The majority of respondents believed that all ten areas for tackling climate change were important to some degree. Categories that appeared most important were Sustainable Waste Management, sustainable buildings, sustainable transport and sustainable planning, agriculture and land use. Least important was building a resilient York.

	Very important	Fairly important	Neither / nor	Fairly unimportant	Very unimportant	Don't know	No response given
Sustainable homes	19	3					
Sustainable buildings	23						
Sustainable energy	19	2					
Sustainable waste management	23	1					

Sustainable transport	22	1				
Sustainable low carbon economy	17	3				
Sustainable low carbon lifestyles	19	1				
Sustainable planning, agriculture and land use						
	20	3				
Sustainable WoW	13	7				1
Resilient York against predicted changes in York's future climate	12	7				

Question 4

All respondents agreed to some degree that the Council should encourage residents to reduce their carbon emissions at home and whilst travelling around York.



Question 5

The most frequent categories of responses to what the Council and WoW could do to encourage people to reduce their carbon emissions included sustainable transport and sustainable waste management. In particular suggestions for improving public transport services and increasing the materials and collections of recycling across York.

Focus Groups

As part of the Climate Change Framework and Action Plan, three focus groups were held with residents in July 2010. The purpose of the groups was to understand if the draft Climate Change Framework and Action Plan reflects the needs and priorities of residents in relation to tackling and preparing for climate change, before it is finalised in September 2010.

Three groups were used to help understand the views of different people living in York. The three groups were made up of general residents group, young people (aged 16-24 years old), and individuals who have experience of a culture other than Britain.

General residents' group

In total, nine participants attended the general residents' group. Of the participants, five were female and four were male, and all participants were over thirty years old.

Young people's group

In total, eight participants attended the young people's group. Of the participants, six were female and two were male. All the participants were aged between 16-24 years old.

Cultural group

In total, seven participants attended the cultural group. Of the participants, five were female and two were male. All the participants were aged 25 years or over. The participants had either previously lived in or were temporary migrants from France, Holland, China and Poland.

A full report is available from the Sustainability Officer and a summary of the results are detailed below:

- All groups demonstrated some understanding of climate change and carbon emissions.
- All groups felt that all 10 areas of the proposed CCFAP are important to tackle.
- The Council has a large role to play in tackling climate change but so do individuals.
- All groups know they can do more to play their role in tackling climate change.
- The Council and WOW can do more to help people and businesses to reduce their carbon emissions and adapt to a changing climate
- The council should use the media to support this work

As a result of these comments finalised CCFAP will include more comprehensive campaigns and approaches to communicating sustainable lifestyle actions and the support available. Such campaigns are to also be targeted, innovative and effective with, where feasible, incentives for taking action.

Annex A**Thematic analysis – Categories utilised to allow common trends and groupings of responses.**

For ease of analysis the following categories were used to determine common categories of responses for questions 3, 5 and 8. These also correlate to the 10 key themes of the CCFAP. This thematic groupings then allowed for simple quantitative analysis to be undertaken to identify the most common categories of responses to the three questions.

Category	Abbrv
Sustainable Homes	SH
SH - Grants	SHG
Sustainable Buildings	SB
SB - CYC	SBCYC
Sustainable Energy	SE
SE - Better Information	SEBI
SE - Grants	SEG
SE - Green Tariffs	SEGT
Sustainable Waste Management	SWM
SWM - Improved Collections	SWMIC
Sustainable Transport	ST
ST - Better Bus Services	STBBS
ST - Better Rail Services	STBRS
ST - Reduce Congestion	STRC
ST - Better Cycling Provisions	STBCP
ST - Improved Facilities	STIF
ST - Misc	STM
ST Improve (general)	STIG
Sustainable Low Carbon Economy	SLCE
SLCE- Sustainable Tourism	SLCEST
SLCE - Procurement	SLCEP
SLCE - Business support	SLCEBS
Sustainable Low Carbon Lifestyles	SL
SL - Voluntary Schemes	SLVS
SL - Better Information	SLBI
SL - Local Food Initiatives	SLLFI
SL - Incentive Schemes	SLI
SL - Schools	SLS
SL - Water Conservation	SLW
Sustainable Planning, Agriculture and Land-use	SPALD
SPALD - Design buildings	SPALDDB
SPALD - Reduce Need to Travel	SPALDRNT
SPALD - Greenbelt	SPALDGB

SPALD - Sustainable planning	SPALDSP
Sustainable Without Walls Partnership	SWWP
SWWP - Greater Amounts of Partners	SWWPGP
SWWP - Important	SWWPI
Prepared, Resilient York against the predicted changes in York's future climate	
Miscellaneous	MISC
MISC - Do More	MISCDM

Annex 4

Background paper - Carbon modelling to support the development of the CCFAP

Background

In July 2010 CYC commissioned Carbon Descent to carry out carbon modelling to identify how York will meet its various climate change related targets (including the targets as detailed in the CCFAP). More information on Carbon Descent is available at <http://www.carbondescent.org.uk/pages/vantage-point.html>

To carry out this work Carbon Descent used a modelling package called VantagePoint. This tool will model carbon reduction scenarios over time. It has been designed specifically for local authorities to develop scenarios to inform climate change or similar strategies.

The tool allows the user to:

- * Set baseline emissions levels for the Local Authority against which targets can be measured, using a built in database if required
- * Define carbon reduction targets for a given year
- * Set interim reduction targets for any number of key years on a linear or non-linear basis
- * Adjust the targets to allow alterations in population growth, rates of demolition, new build and changes in transport emissions
- * Analyse a mix of technologies and measures applied to transport, domestic and non-domestic buildings to achieve the targets
- * Group these mixes into reduction scenarios and compare against number of factors such as:

- Heat and power produced by technology
- CO2 reductions and projected per capita emissions (in line with National Indicator 186)
- Net present value
- Capital costs
- Total gas and biomass consumption

The Carbon Descent VantagePoint software provides a vision for possible energy mixes for the local authority which underpins the climate change strategy.

This work, due to be completed in October 2010, will establish a set of measures and their relative proportions that will achieve York's carbon reduction targets:

York's varying climate change commitments

Campaign	Target
Covenants of Mayors	20% reduction in CO2 emissions (2005 baseline) by 2020
Friends of Earth 'Get Serious' campaign	40% reduction in CO2 emissions (2005 baseline) by 2020
Climate Change Act 2008 and Climate Change Framework and Action Plan	80% reduction in CO2 emissions (based on a 1990 level) by 2050

The model also identifies the capital cost and other economic implications of any given strategy providing a thorough cost benefit analysis.

The model can continue to be adjusted as parameters change and actions are undertaken.

Next Steps?

Complete the carbon modeling work

- More modelling is being undertaken to determine how York will achieve its 40% and 80% target
- Modelling to calculate the impact of CCFAP is also being investigated
- Financial modelling is also to be completed to illustrate the cost of delivering the targets
- An Event to be held with senior officers in LDF, LTP3, LES, Economic Development, Waste, Housing and Councillors to help them to understand the modeling and the actions needed to begin looking at detailed plans for achieving the targets.



Executive**19th October 2010**

Report of the Director of City Strategy

TOWARDS A YORK ECONOMIC VISION**Summary**

1. This report seeks to note the publication of the York Economic Vision and to forward this to the Local Development Framework Working Group for further consideration. An Executive Summary is attached as an annex to this report, and copies of the full report are available in the Members' library and on-line.
2. The report has been prepared by Professor Alan Simpson and his team following public engagement in the city, including a charette in March and numerous meetings with key stakeholders. It presents a good strategic fit with the long-term aspirations of the city, particularly in relation to the Thriving City themes within the Sustainable Community Strategy. It is believed that the ideas and propositions coming from the report will help York to step up its game in terms of a focus on quality of place as a driver of economic competitiveness. It is recommended that, following consideration by the Local Development Working Group, some of these ideas are tested with residents and key stakeholders in the city, prior to developing a practical delivery plan to take this initiative forward.

Background

3. The original proposal to undertake an economic masterplan for the city for the delivery of major projects came out of recommendations contained in the Future York Group report, which was that the City of York Council should prepare a Masterplan, reflecting the Future York vision, to guide development and investment decisions, and to promote development.
4. The proposal was reported to Executive in November 2009, where it was agreed to establish a York Renaissance Team and to create a York Regeneration Academy to provide a programme of training and development in place-making for existing staff and the new team, to be funded by Yorkshire Forward. The attached Executive Summary, together with the full report, represents the first part of this work – the upfront Economic Vision.
5. The York Economic Partnership is established as the strategic thematic partnership with responsibility for the objectives set out for "Thriving City" and to consider how best to take forward the recommendations of the Future York Group. Economic conditions have changed since the Future York

Group report and the Centre for Cities report on York has provided a further insight into the prospects for a prosperous local economy.

6. There are an unprecedented number of major projects underway or in the pipeline in York, which will shape the city for generations to come. These include the expansion of the University of York, major city centre mixed use schemes such as Hungate and Castle Piccadilly, the York Central and York Northwest sites and an Area Action Plan for the City Centre that will seek to regenerate gateway streets and enhance York's economic competitiveness through improving the quality of the public realm and accessibility.
7. The City is likely to grow and change significantly in the forthcoming years, and it is important to ensure that new developments leave a positive legacy in terms of both economic impact and high standards of design. Agreement for renaissance funding from Yorkshire Forward towards the end of last year focused on three distinct but related elements:
 - an economic visioning exercise, funded by Yorkshire Forward. This work was led by Alan Simpson with support from an expert panel including an economist, cultural planner and transport specialist;
 - the creation of a York Renaissance Team consisting of 6 additional posts for 3 years, with part funding for one post by English Heritage and the remainder of funding for these posts to be provided by Yorkshire Forward (nb. recent announcements on regional budget cuts conclude that there will be 3 year funding for two of these posts – now in place - together with additional staff support from Yorkshire Forward); and
 - the development of a Regeneration Academy in York, which will enhance staff skills in “place-making”, again to be funded by Yorkshire Forward, and run by Integreat Yorkshire who run Regen Academies in other parts of the region such as Bradford.
8. The purpose of the Economic Vision is to examine the economic potential of the city and consider how the various major projects, current and proposed, can be pulled together into a coherent strategy that will provide greater certainty for future investment. The work has a strong focus on the delivery of major developments, ensuring these take account of York's attractiveness and heritage, as well as maximise their economic, social and environmental potential.
9. The work is also helping to inform future work with the preparation of the Local Development Framework, particularly in relation to the City Centre Area Action Plan. The Local Development Framework will set the land use and planning framework for planning future developments in the City; the Economic Vision will help the delivery of major projects and give a physical expression to the policies and proposals set out in the LDF.

Proposals

10. The Economic Vision acknowledges that York is an attractive place to live, to study, and to work and says that this has, in part, fuelled recent growth. However, it also says that it has a constrained transport infrastructure network, constricted movement, street clutter and disorder, lack of quality spaces and green infrastructure, and it largely turns its back on its two rivers. Fractured connections limit the effectiveness of the undoubted city assets, including the railway station (the main city gateway) and the University of York. This has occurred slowly, almost imperceptibly, over decades and this study makes a strong economic and cultural case for this change to be arrested now.

Quality of place and economic competitiveness

11. Quality of place is key to economic competitiveness because it influences where people choose to live and work. The Economic Vision notes that private sector business, together with the Universities, will drive growth in York and the clear message is that a successful and competitive York will be one that can retain and attract high quality human capital - those individuals comprising the skilled and talented knowledge pool that can drive the local economy. This human capital is not attracted by the power of higher wages alone. Quality of place and the rich diversity of activity are factors that affect personal and business location decisions.

Competing with others

12. The City is competing with smart new city centre investments in places such as Hull, Leeds and further afield in Manchester and Newcastle Upon Tyne, but also faces competition from its own 'out of town locations'. Whilst the City Centre has a lively and diverse range of activities, including some of the most attractive small, niche retailing environments in the country, the physical fabric within which it sits presents challenging movement and accessibility issues. Investment to improve this, together with facilitating new development proposals at Castle Piccadilly and Hungate which will bring additional retail and commercial floorspace into the City Centre, is important to encourage a greater proportion of the City's residents to spend time in their City.

Access and movement

13. Addressing accessibility and movement in and around the City Centre has been identified by local businesses as a fundamental issue to resolve. Making the City more 'business friendly' will increase demand and therefore private sector confidence. Facilitating this and achieving greater levels of private sector employment as result, is a key principle for the vision.

Partnership working

14. The City could, the report suggests, maintain a higher level of economic competitiveness through embracing its neighbours and extending its range of partners (broadening its relationships with institutions such as its

universities and the private sector, closer collaboration with neighbouring authorities). Engagement with neighbouring areas through the Local Enterprise Partnership model, particularly the roman heritage to the north and the coastal areas to the east, also provides an opportunity to sit York at the heart of a wider cultural experience.

Streets, park and public spaces

15. The Economic Vision reflects the Council's commitment to improve the distinctiveness, vitality and sustainability of York. It puts forward a long-term plan which can be delivered over the next 20-30 years as funding and investment are secured.
16. To achieve these principles the Vision reasons that a key task over the next 20 or 30 years will be to create high quality squares, public spaces and development opportunities which will provide long-term focus for high quality external investment. The report looks to encourage more vibrant and diverse public life within the streets, spaces, parks and strays of the city and along the riversides and walls to create new opportunities for social interaction, creativity and play. This will benefit local people, give confidence at a time of economic downturn, and stimulate economic investment and business growth.

High quality development opportunities

17. Specifically, the report imagines economic opportunities in York through a series of key themes, namely the City as Park, The City Walls, the Rivers, and Parks, Streets and Squares. The opportunities for York are graphically illustrated throughout the document, together with persuasive economic, movement (sustainable modes of transport) and cultural rationales.
18. The important role that this vision plays is to identify those interventions across the City that cumulatively reduce the risk to the private sector of investing in York - by providing high quality development opportunities, set within a high quality urban environment, in a City where there are high levels of skills and a growing innovation and knowledge sector. Set within the context of a world heritage location, with strategic accessibility, these interventions will assist in reducing the risk of the York location to high value businesses, therefore enhancing yield and supporting the prospects for private sector investment and employment growth.

Working with the private sector

19. Many inspiring and challenging ideas are set out in the vision, and a robust action and delivery plan is being developed to accompany the recommended interventions and priorities for the city. The City Council, together with the new Renaissance Team and Yorkshire Forward, will further develop the ideas through existing strategies – namely the LDF Core Strategy, LTP3 and City Centre Area Action Plan.

Next steps

20. The study includes dozens of key recommendations and proposed interventions (both short and long-term), as well as wider strategic opportunities to develop through existing CYC strategies. It presents a long term vision but recognises that further work will be required to be undertaken by the City of York Council, working in partnership with others, to develop a delivery plan to take forward these recommendations, taking account of time scales and funding opportunities. Prior to the development of such a delivery plan, it is recommended that the report is considered in detail by the Local Development Framework Working Group because of its importance for the LDF and City Centre Area Action Plan. Following this, it is likely that there will be a need to present some of the findings set out in the vision to a wide public audience, ensuring this is carried out in a cost effective way.
21. The economic vision has been developed in line with the aims and objectives of both the Local Development Framework and the City Centre Area Action Plan. Through these, the economic vision will also help to deliver the spatial aspects of the Sustainable Community Strategy. There is therefore the opportunity to take account of the economic vision in the preparation of the City's key strategic planning documents and the refresh of York's Sustainable Community Strategy.
22. The York Renaissance Team has put in place a work programme to focus on delivering economic impact and promoting high design standards on key sites in the city. Again, the economic vision will be useful in shaping and influencing this work programme.

Consultation

23. It is envisaged that, following consideration by the Local Development Framework Working Group, early adoption of the vision by the York community is facilitated to gauge ownership of the key aspects set out in the economic vision. The renaissance vision represents an opening, not a final offer to the community. Significant consultation has already taken place to date. Professor Simpson and his team of expert advisors have met with numerous groups, organisations and individuals over the last 9 months or so. A weekend of discussion and debate about the work was held in March of this year, and all of this consultation has fed very much into the work of the team and influence their Economic Vision.

Corporate Priorities

24. The actions in this report support the Thriving City element of the Sustainable Community Strategy and the Council's Corporate Strategy and will also support other key elements such as City of Culture, Sustainable City, Healthy City and Inclusive City.

Implications

Finance

25. The costs associated with undertaking and publishing the York Economic Vision – as well as the salary and on costs for the York Renaissance Team - are being fully funded by Yorkshire Forward and English Heritage. There are some associated costs in relation to providing accommodation and associated costs for the staff, which are being borne by the Council. These will need be funded from existing budgets.

Human Resources (HR)

26. The council will be responsible for the employment of the 2 new posts to be created within the York Renaissance Team on a 3 year fixed term basis.

Equalities

27. This initiative will seek to address equalities issues, particularly through examining the potential for accessibility improvements in the city centre and through major developments.

Legal

28. The funding arrangements between Yorkshire Forward and the City of York Council have been set out in a contract.

Crime and Disorder

29. This initiative will seek to address crime and disorder issues through consideration of crime prevention through good quality of design in the city centre and major developments.

Information Technology (IT)

30. There are no strategic IT implications.

Property

31. There are no direct property implications, although the outcome from the work of the York Economic Vision and Renaissance Team may enhance the Council's commercial portfolio.

Risk management

32. The purpose of this initiative is to seek to provide greater certainty to the development industry with the planning of major developments within the City, which will enhance the future local economy. This programme will therefore look at risks regarding all aspects associated with the viability of major developments in the city.

Recommendations

33. That the Executive refers the report for further consideration by the Local Development Framework Working Group.

Reason: To support future investment in the City and encourage high standards of design

Contact Details:

Author

Author: Derek Gauld
Principal City Development
Officer
01904 551470

Chief Officer Responsible for the report

Bill Woolley
Director of City Strategy

Report Approved Date 6/10/10

Specialist Implications Officer(s)

Financial: Patrick Looker, Finance Manager, 551633

Wards Affected: ALL

All

For further information please contact the author of the report.

Annexes:

Annex 1: York Economic Vision – Executive Summary August 2010

A copy of the full report on the York Economic Vision is attached to this report on-line; copies are available in the Members' Library.

This page is intentionally left blank

Annex 1

YORK ECONOMIC VISION EXECUTIVE SUMMARY

The value of York's economy in 2010 is £3.37 billion. The city's vision is to grow that value to £4.5 billion by 2035. It will achieve this by enhancing the city's cultural, social and physical assets, and it will work with the businesses, the universities and colleges, the voluntary sector, and communities to achieve sustainable economic growth.

The City of York Council in collaboration with Yorkshire Forward commissioned the production of a long-term, economic vision for the City of York in 2009. The amenity, business and political communities within the city have been central in advising and developing the vision, together with those concerned with matters civic, cultural, ecological, commercial and political. Through these engagements a citywide consensus emerged on how the city might best be improved and fulfill its potential.

This consensus focused on York's primary economic assets: the combined knowledge base of its people through the universities, businesses, and the many other communities of the city; the special qualities of the physical fabric of the place, and the ways in which through its culture and heritage the people and the place combine.

Many see York as a successful and attractive city unequalled by all but a few in the country. However, the City of York Council recognizes in the emerging Local development Framework and Local Transport Plan the need to redefine its transportation infrastructure; to promote higher quality places and spaces; to introduce more green spaces, trees and green infrastructure in the city centre; and to celebrate its two historic rivers. These plans highlight the fact that fractured connections limit the potential of several key city assets, including the railway station (the main gateway to the city); the university campus to the east; and links between commercial areas in and out of town.

The City Centre Area Action Plan sets a starting point for the creative development of the York Economic Vision. It concludes that there is a need 'to create a more attractive and accessible city', and in particular 'to reduce the impact of vehicles on the city and its environment'. It highlights that investment is needed to strengthen the way that the people, their culture and the place combine. Investment in the culture and heritage of York must be promoted through leadership and good governance. This is a hallmark of successful cities: leadership and good governance are not the province of city councils alone, but of the community at large. They must come from social, cultural and civic life, in business and commerce, in politics and education, in health and wellbeing, and in the making and managing of our towns and cities.

This document sets out an economic vision for York, identifying key areas of intervention that will be required to deliver this vision. These are set within an approach that builds on the city's great physical assets. It takes as a model – a city paradigm – the City Beautiful Movement of the early 20th century, and draws on the strategic character of that approach. It describes a means of delivering a more

accessible and attractive – and indeed a more beautiful – city through a strategic rediscovery and reinterpretation of key city assets:

- **The City Rivers**
- **The City Walls and Gateways**
- **The City's Streets, Places and Spaces**
- **The City as Park**
- **The Great Street**
- **York Central**

The City of York, through its business, cultural, social, and political communities, can lead in environmental stewardship, public transport, park systems, cultural strategies, energy planning, food production and carbon reduction – and in the creation of a beautiful and thriving city where its streets and spaces are playgrounds for innovation, investment and success.

The York Economic Vision has been prepared by Professor Alan J Simpson and a panel of urban, economic, cultural and movement advisers..

A new section of the City of York Council's officer team – the Renaissance Team – has been established to continue the working approach set out by the plan; to engage further with the community on strategy development; and to take projects and proposals through the stages of delivery.

The Economic Vision

York must grow its economy by enhancing the city's cultural, social and physical assets, working with the businesses, the universities and colleges, the voluntary sector and communities. The York Economic Vision, underpinned by the council's existing and developing policies, describes how this can be achieved.

York must continue to support the high-quality small business community linked to the science and knowledge sectors, and to the creative industries, improving the city's levels of business density and self-employment. It must support skills development and tackle deprivation in order to raise aspirations and focus on unemployment.

The city must embed low-carbon economic opportunities into all of its enterprises; build on the strong bioscience and renewable research; and link this to the city's carbon-reduction targets and its strategy for renewable energy infrastructure. The city can give new life to its economy by focusing on six distinct strengths: as conservation city; knowledge city; city of innovation; city of contemporary production; entrepreneurial city; and civic city. The economic vision explains how this approach must be reflected in the city's physical development.

City Beautiful

The economic vision takes inspiration from the city beautiful movement of the early twentieth century. That movement pioneered new approaches to creating a city that not only worked well, but that would also become more beautiful through rediscovering its best assets and making the most of them. To achieve that, York must build a strong partnership between the private and public sectors, with effective joint leadership. Physical development must create a structure of landscape, rivers, streets and a system of parks inspired by the city's strategy and its aspiration to be the new city beautiful. The economic vision explains how this can be done.

York – New City Beautiful

The city's major development opportunities must be shaped by a new understanding of the elements that define York: the city rivers; the city walls and gateways; the city's streets, places and spaces; the city as park; the Great Street; and York Central.

The city as park is a new way of thinking about York's existing and potential green spaces as a connected system of parks that could transform the ways in which people use and experience the city. The city centre will be focused on pedestrian movement along great streets, squares and parks unparalleled in a British historic city, and linked through a series of extended strays to all of the city's neighbourhoods and countryside beyond.

Three new city parks will be created in the city centre: a great cultural park, a grand civic park and an innovative production park. All three will be connected by the new circular Rampart Park, and its connected pathway and cycleway. Each will provide a unique destination for leisure and relaxation.

Beyond the city centre, new country parks at the ring road will be connected through a series of green cycle and pedestrian pathways. New park-and-go facilities will link to the city centre along arterial routes that will be transformed into parkways. Outer and inner parks will be connected by enhanced and expanded strays and protected green space to create a series of green spokes.

The rivers should provide highly connected routes that join the pathways in and around the city, defining the city centre, inner neighbourhoods, and outer parks and strays. The rivers must be an integral part of the green wedges, parkways and pathways being developed through this vision. Development must face the rivers rather than turning its back on them.

The Great Street

The new city beautiful will develop through a series of strategic projects. The Great Street will connect countryside to city centre. It will reconnect the University of York to the walled city, providing a direct, legible route to the Minster and York St John University. It will continue to the city's grand entry point at York station. This new route, along dramatically improved existing streets, will unite the city's great civic, cultural, natural and educational amenities.

York Central

York Central must be planned not as a development site but as a new piece of city, able to contribute to the aspirations and the reality of York, the New City Beautiful. York Central lies due south of the River Ouse. Development proposals should seek to connect the area to the river by a series of routes, pathways and cycle ways. The Ouse might be drawn into the site as a canal or lake with marina facilities, adding appropriately to the New City Beautiful plan and enhancing the role of the river. Gateways and access between York Central and the historic core of the city will be critical in the development of the site as a piece of city and its long-term economic success. Connections between York Station, the city walls and the city centre through the existing tunnels beneath the city walls are a further opportunity to create pedestrian linkages to the historic core.

City Development

The economic vision sets out in detail how its distinctive approach must be applied to the city's remarkably balanced portfolio of development sites and areas: Castle Piccadilly, Hungate, University of York, British Sugar, Nestle South, Terry's, Derwenthorpe, Germany Beck, Barbican and Monk's Cross. The economic vision will be achieved only if these are treated as opportunities, not just to get something built, but also to be part of a place with the aspiration to become a new city beautiful.

Going Forward

The York Economic Vision will be delivered through several key city strategies. The Local Development Framework will be key to this. It is essentially a series of documents that set out York's blueprint for the economic, social and environmental future of the city. It provides the framework for the council's future aims and objectives for land and buildings in York.

Policy relationships and connections between the framework and the York Economic Vision are fundamental in moving forward. Particularly relevant documents within the framework are the Core Strategy and City Centre Area Action Plan.

Movement and the public realm are a primary layer and critical element of the York Economic Vision and such propositions and proposals put forward within this vision should be accounted for and tested within the emerging Local Transport Plan 3. Similarly, it should guide the emerging City Movement and Accessibility Framework. This will form part of the comprehensive evidence base for the Local Development Framework and will need to reflect the aims of the Economic Vision.