



**Notice of a public meeting of
Economy & Place Policy Development Committee**

- To:** Councillors Cuthbertson (Chair), Kramm (Vice-Chair),
Cullwick, Dew, Looker, D Myers and Richardson
- Date:** Wednesday, 24 January 2018
- Time:** 5.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

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

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

2. Minutes (Pages 1 - 4)

To approve and sign the minutes of the last meeting of the Economic & Place Development Committee held on 22 November 2017.

3. Public Participation

It is at this point in the meeting that members of the public who have registered their wish to speak can do so. The deadline for registering is by **5.00pm on Tuesday 23 January 2018.**

Members of the public can speak on specific planning applications or on other agenda items or matters within the remit

of the committee.

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

Filming or Recording Meetings

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

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_f_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

4. Overview on Renewal of Make it York Service Level Agreement (Pages 5 - 12)

This paper concerns the process for entering into a new contract between the Council and Make it York (MIY) for the period 2018-21.

5. Draft Fleet Replacement Policy (Pages 13 - 18)

This report presents proposals on the process for fleet replacement.

6. Work Plan 2017/18 (Pages 19 - 20)

Members are asked to consider the Committee's draft work plan for the municipal year.

7. Urgent Business

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

Democracy Officer:

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

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

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

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City of York Council

Committee Minutes

Meeting	Economy & Place Policy Development Committee
Date	22 November 2017
Present	Councillors Cuthbertson (Chair), Kramm (Vice-Chair), Cullwick, Dew, Looker, D Myers and Richardson

Apologies

20. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have in respect of the business on the agenda. None were declared.

21. Minutes

Resolved: That the minutes of the meeting held on 27 September 2017 be approved as a correct record and then signed by the Chair.

22. Public Participation

It was reported that there had been three registrations to speak and one written representation at the meeting under the Council's Public Participation Scheme.

Peter Sheaf on behalf of York Cycle Campaign spoke in relation to item 4. He highlighted the importance of cycling and requested that the Council work with cyclists and cycle groups when looking at transport in the city.

Paul Hepworth on behalf of Cycling UK spoke in relation to item 4. He noted how cycling contributed to traffic management and requested the inclusion of cycling strategy development information in future reports.

Dave Merrett on behalf of York Bus Forum and York Environment Forum Transport Group spoke in relation to item 4. He noted the need for strategic public transport and asked that an approach to buses and to transport overall be included in the Local Plan and major development sites

Members received written representation from Kate Ravilious in relation to item 4. In her written representation she expressed concerns regarding transport planning for the York Central development. The Chair noted that he would discuss how the points raised in the statement would be addressed with the Scrutiny Officer.

23. Executive Member for Transport & Planning - Priorities & Challenges for 2017/18

The Executive Member for Transport and Planning provided Members with an overview of his priorities and challenges for 2017/18.

Members welcomed the update and made the following comments:

- In order to improve the local walking and cycling infrastructure ongoing maintenance of road improvements was required to try and make it easier for cyclists and pedestrians to travel.
- The gaps in the cycle network needed addressing. With reference to transport in the Local Plan, there would be a master plan which would include detail on the access to York Central.
- It was suggested there should be a strategic approach to residents' parking rather than this being decided on the basis of the residents parking petitions received.

The impact of the Local Plan on neighbourhood plans was discussed in detail. The Assistant Director for Planning and Public Protection confirmed that neighbourhood plans should only be introduced once a Local Plan was in place, not the other way round, and that only one neighbourhood plan was currently in place in the York area, in Poppleton. Members were advised that the Local Plan Working Group (LPWG) was to discuss the Local Plan and there was an opportunity for Pre Decision Call-In. Following further discussion it was:

Resolved:

- i. That the Local Walking & Cycling Infrastructure Plan be considered at a future meeting.
- ii. That the priorities and challenges for Transport and Planning 2017/18 be noted.

Reason: To understand the priorities and challenges for Transport and Planning 2017/18.

24. 'Impact of Arts & Culture on the Economy' Scrutiny Review Draft Final Report

Members were presented with the draft final report arising from the Impact of the Arts and Culture Sectors on the York Economy Scrutiny Review. The report included the information gathered together with the task group's conclusions and draft recommendations.

Cllr Looker, Chair of the Task Group, gave an overview of the report to Members.

Members noted the following points:

- The lack of any reference to York in the findings of the independent review of Creative Industries undertaken by Sir Peter Bazalgette, published in September 2017. However, reference to York had been made in a 2016 NESTA report.
- The strategic role of the Council, as well as the role of Make It York (MIY) needed consideration. This included clarification on the MIY Service Level Agreement (SLA).

Having considered the information within the draft final report and its annexes it was:

Resolved: To endorse the draft recommendations arising from the review.

Reason: To conclude the work of this review in line with scrutiny procedures and protocols, and enable this review final report to be presented to the Executive.

25. Work Plan 2017/8

The Committee considered the work plan for the 2017/18 municipal year.

Resolved: That the draft work plan for 2017-18, including the above amendments, be approved.

Reason: To ensure that the Committee has an agreed programme of work in place.

Cllr I Cuthbertson, Chair

[The meeting started at 5.30 pm and finished at 7.25 pm].

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Economy & Place Policy Development Committee

24 January 2018

Report of the AD Communities & Equalities**Overview of the process for renewing the Council's contract with Make it York****Introduction**

1. This paper concerns the process for entering into a new contract between the Council and Make it York (MIY) for the period 2018-21.

Recommendations

2. The committee is invited to provide feedback about any issues that it would like to see considered within the process for negotiating a new contract with MIY.

Background

3. In entering into a negotiation with MIY for a new contract the Council will have the following objectives:
 - To retain MIY's Teckal company status
 - For MIY to continue to provide tourism, city centre and markets, culture and events functions broadly as now
 - To have a recalibrated relationship between CYC and MIY in those activity areas that deliver actions and exert influence on York's Economy:
 - Ensuring that the Council plays the strategic leadership role that its place-making role demands in respect of both the economy and culture
 - Making sure that the respective responsibilities of CYC and MIY are well understood in the city and by those interested in investing in the city
 - To ask MIY to recast itself first and foremost as builder of entrepreneurial partnerships and project animator

- To reduce its financial contribution to MIY by a further £100k from April 2018 (following a reduction of £100k in 17/18)
- To ask MIY to identify the potential for further subsidy reduction over the life of the contract
- To clarify MIY's governance arrangements

Economic Development

4. The Council wishes the new service specification for the contract, (often referred to informally as the “service level agreement” or “SLA”), to reflect the Council's lead role in a new economic and cultural model which will involve the Council in:
 - Co-ordinating shared strategic ambition / vision, action and partnerships
 - Addressing areas of market failure
 - Creating a conducive business environment
5. At the same time it will give MIY complementary delivery capacity to act as a conduit to assist the Council in the above roles as well as to facilitate and deliver day to day activity on behalf of the city, as determined by the city's agreed policy context.
6. In this model, the Council's internal economic function (with 3 officers and a small revenue budget) will be responsible for:
 - Setting the overall strategic direction, working with the Corporate Management Team and the Executive procuring specialist advice as necessary.
 - Leading operational relationships with key delivery partners (e.g. LEPs, BID) using its limited revenue budget to leverage in third party funds.
 - Coordinating economic policy and investment opportunities where they relate to Council functions, e.g. supporting Local Plan, Major Projects, economic input into Local Plan; transport; major projects
 - Supporting Council services' engagement with businesses
 - Assembling business cases for a city investment pipeline of priority projects
 - Identifying required interventions to address the big issues e.g. graduate retention, inclusive growth, sectoral interventions, university led growth, lobbying for investment

7. MIY's role will be to add value to this by animating sector-led activity or bringing together partners to develop proposals and business cases. This approach will make best use of resources, harnessing the significant expertise, ability and willingness of people and organisations in the city to achieve outcomes otherwise not possible. The Ambassadors programme is a good example of this, and it is hoped that more could be done in this way.
8. MIY's staff capacity in the areas of business development, Science City, culture and events will be responsible for:
 - a. Taking the adopted city strategies such as the Economic Strategy and determine with the sectors as appropriate subordinate strategies such as Culture, Creative Industries and Tourism including delivery plans and mechanisms to facilitate the agreed strategic objectives
 - b. Facilitating cross-organisational activity around agreed strategic priorities
 - c. Signposting of business enquiries to the Council / city
 - d. Brokerage and 'making sense' of business support from a range of sources (part funded by Growth Hub)
 - e. Identifying and agreeing interventions to address agreed strategic objectives e.g. graduate retention, university led growth, lobbying for investment
 - f. Promoting inward investment into York in accordance with agreed strategic objectives and priorities, generating leads through Ambassadors programme, and targeted intermediaries
 - g. Web-based promotion of the city in accordance with strategic objectives and the business and inward investment offer
 - h. Facilitating the strategically important key account relationships across the City, and inward investment leads
 - i. An example of a specific commission of which there may be more is the Unesco programme of activity and development of York's "creative cluster". The Council or other partners may commission and fund MIY to deliver specific commissions in line with strategic objectives and the company's business plan.

Ways of Working

9. It must be stressed that the Council is seeking not merely to carve up a particular area of work slightly differently but rather to signal a more

fundamental shift in the way that MIY is perceived in the city. The Council believes that MIY should be seen first and foremost as a “builder of entrepreneurial partnerships and project animator”. In thinking about this the following hierarchy (drawing on that traditionally used in the world of emergency planning) has proved helpful in bringing a sense of clarity and simplicity:



10. The Gold level represents the highest leadership function of defining strategy, priorities, and areas for focus. This is the “strategic space” that the Council needs to ‘reoccupy’.
11. The Silver level is about putting together the coalitions to make things happen, co-ordinating partnership activity, assembling the necessary funding. This recognises that many of the outcomes desired will only be achieved through the efforts and inputs of others beyond the Council and Make it York, such as the Universities, Chamber of Commerce, business support organisations, LEPs, funders, businesses and cultural organisations. It is about spearheading the drive on the strategically agreed priorities, and translating it into detailed operational plans or projects.
12. Bronze is operational. For much of this, there will be a range of delivery organisations, with those best qualified to deliver being commissioned to do the work. For example, in the case of putting on large-scale cultural events, existing cultural providers in the city should do the work; neither the Council nor MIY need to set up duplicate events functions. However, there are particular elements of this, e.g.

working with inward investment leads or articulating York's pitch, that need to be delivered by the Council or MIY in order to harness what others are able to offer.

13. The Council wishes to see a refreshed focus on partnership building and tactical interventions, with MIY leading in this 'silver' territory. The aim should be to harness and coordinate resources and contributions beyond simply the Council or Make it York acting as one of many delivery organisations.

Next Steps

14. The Council has asked the MIY board to make an initial response to the proposed direction of travel, as reflected in this paper, with regard to:
 - a. The key activity areas that the board would want to see incorporated in the specification to reflect the brief set out above
 - b. How it will formulate its business plan to take account of the reduced Council funding
15. This response will be received at the end of January 2018. The Council will then enter into a detailed negotiation with MIY, involving the newly appointed Head of Economic Growth and other key officers as appropriate, to flesh out these areas and to agree key outcomes to be achieved and developed into the service specification.
16. The outline of the service specification will then be presented to the Executive on 15 March, 2018.
17. The fully detailed specification, once negotiated, will be approved by the Executive Member for Economy and Community Engagement.
18. MIY's business plan will be presented to the Shareholder Committee in March 2018 (accepting that the service specification will not be fully formulated at that point). The second annual meeting of the Shareholder Committee will take place in early November 2018.
19. The main contract between the Council will also need to be reviewed (as a fresh contract will need to be entered into), and key issues outlined for approval by the Executive as part of the March report.

Governance

20. The new contract, reflecting the way of working described above, will represent a significant shift for MIY, moving the organisation away from seeing itself primarily as a doer and instead recreating itself as an entrepreneurial facilitator of collaborative partnership working. This, in turn, will make it very important to have sound performance management arrangements in place within the new contract.
21. A more facilitative, partnership building role for MIY will, of course, make it harder to measure the discrete outputs of the company: it will be impossible to ascribe success to any one organisation within the partnership. The relationship with CYC will therefore need to rely more on trust. In these circumstances the key elements with respect to performance management, in order to provide a good balance of collaboration and control, should be:
 - A strong and proactive client relationship, covering the whole service specification. This would be convened by the Assistant Director (Communities & Equalities) but strongly playing in the Head of Economic Growth through regular client meetings as well as ongoing project work.
 - A strengthened relationship between MIY and the council's Executive Member with regular meetings and a formal annual sign-off of any updates to the service specification and MIY's activity plan in response to the specification
 - Annual review of the specification and performance against it.
22. Existing arrangements will remain whereby:
 - The Shareholder Committee exercises a general oversight of MIY's performance and approves the annual business plan. Meetings of the Shareholder Committee will be held in March and November
 - MIY reports to the two relevant scrutiny committees twice each per year
23. The Council recognises that the MIY board will need to review its staffing structures at all levels to take account of:
 - the fundamental shift in way of working that the Council seeks
 - the revised arrangements in the area of economic development
 - the £100k reduction in Council financial contribution

Authors:	Chief Officers responsible:
Charlie Croft Assistant Director (Communities and Equalities)	Jon Stonehouse Director of Children, Education and Communities Neil Ferris Director of Economy and Place

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Economy & Place Policy Development Committee 24 January 2018

Report of the Assistant Director for Transport, Highways and Environment

CYC Fleet Replacement Review

Summary

1. The Councils fleet procurement is done in conjunction with the procurement team and uses a range of frameworks and contracts to ensure that procurement is compliant with procurement regulations.
2. However, in June 2017 this committee made a range of suggestions to improve the decision making prior to procurement as a result of a presentation on fleet. This report makes proposals for how this could be achieved.

Recommendation

3. The Committee is asked to comment on the proposals contained within the report which will be developed into a firm process for fleet replacement

Reason: To improve the decision making around fleet replacement.

Current Position

4. The Councils fleet is made up of a range of vehicles:

Type	Number
Panel Van	89
Refuse/Recycling Vehicles (LGV)	26
Highways and Drainage (LGV)	25
Cars	20
Busses	19
Small Vans	13
Tippers	11
Others (tractors, forklifts etc)	33

5. They are used by a variety of departments:

Department	Number
Housing	79
Public Realm	39
Highways and Drainage	28
Adult Social Care	28
Waste and Recycling	27
Others	35

6. The fleet is primarily a diesel fleet which is reflective of the age of the fleet. However, the fleet has higher emissions standards than the minimum expected as a result of the age of the vehicle and when the standard became the minimum standard.

Euro Standard	% Fleet Registered since Euro standard introduced	% Fleet Meeting the Standard
Euro 6 – Sept 2015	2%	2%
Euro 5 – Jan 2011	40%	73%
Euro 4 – Jan 2006	14%	10%
Euro 3 – Jan 2001	44%	15%

7. However it should be noted that Euro 5 diesels have a particularly high proportion of primary NO₂ emissions, the main pollutant of concern in the city.
8. Vehicle Procurement is done in conjunction with the Procurement Team and Finance. It is legally compliant with procurement regulations often using frameworks to speed the process of procurement up.
9. That does not mean that the process is rigorous in terms of specification of the fleet requirements. Following the presentation in June a number of suggestions were made at the committee to improve the process of fleet procurement. These are captured in the Proposals below.

Proposal

10. Fleet Replacement is a complex and strategic decision which needs to consider a wide range of factors. However, it should be an integral part of the budget setting process with a long term plan. It needs to take into account the needs of the service and the ongoing life of the vehicle and the impact of maintenance.

11. From an Air Quality perspective it would be beneficial to replace those vehicles which most regularly enter York's Air Quality Management Areas and proposed Clean Air Zone.
12. Recognising that purchase of a vehicle is a significant long investment for the Council and decision making will be driven by Financial Decisions. However, applying One Planet York principles will ensure decision making is better.
13. Before a vehicle is purchased the fleet team will produce a 'Vehicle Usage Report' detailing levels of usage, times and miles, average daily mileage and how many are within York. It will also detail the current annual vehicle cost in terms of any outstanding lease, fuel, maintenance etc.
14. For new vehicles to the fleet the service requesting the vehicle would be expected to work up a 'New Fleet Vehicle Business Case' with the same information as for a replacement vehicle.
15. The fleet team would take the information and prepare an options report looking at the whole life cost of the vehicle and a recommendation. This would include:
 - The purchase price of the vehicles expressed as a write down cost of the vehicle (usually over 5 to 7 years)
 - This would always include a range of fuel options including ultra low emission vehicles such as electric and hybrid vehicles where the market can provide these.
 - By looking at whole life cost and the mileage of usage it would also capture the Vehicle Excise Duty saving implications of alternative fuels and other long term fuel cost savings.
 - The emissions data and therefore the impact on air quality and climate change of the options would be detailed on the sheet.
 - Fuel cost including likely projections of fuel costs in the future
 - Cost to maintain fitters time, parts etc
 - An estimated end of life cost.
 - Availability of any grants to off-set the initial purchase cost of alternatively fuelled vehicles

16. In the same way that for recruitment of staff a Chief Officer and the Service Accountant have to sign off the recruitment, the Chief Officer and the Accountant incurring the cost would be required to sign off the authority to purchase.
17. The current decision of how the vehicles are would consider the likelihood of early disposal needs to be factored into the decision making of how the purchase is financed.
18. The service would also produce for each service a monthly report of their fleet usage.
19. The council fleet is currently a three star member of the ECO Stars fleet recognition scheme, which provides recognition and guidance on operational best practice with an emphasis on reducing emissions and improving air quality in the city. As part of the procurement review and to drive forward operational efficiencies in the CYC fleet, it is proposed to seek advice and further support from the ECO Stars team on low emission vehicle technologies, use of telematics in the fleet and whole lifecycle costings. A re-evaluation of the CYC fleet rating under this scheme is proposed for 2018.
20. The York LES and thirds Air Quality Action Plan both contain commitments to improve emissions from the CYC fleet to help improve air quality in the city. The West Yorkshire authorities have developed low emission vehicle procurement guidance which is helping to drive improved uptake of alternatively fuelled vehicles within these authorities.

Consultation

21. The proposals contained within the report reflect the discussion with other services who are the primary users of fleet. Discussion has also taken place with procurement who support the proposed approach detailed in this report.

Analysis

22. The report captures the options and discussions at the previous committee and workshop.

23. Options that go beyond this are to move the fleet or sections of it towards a single manufacturer which would make maintenance easier, but would pose procurement challenges in terms of achieving value for money, and is therefore not recommended. However, standardising the fit out of vehicles to a limited number will make exchange and sharing of vehicles easier across the fleet.
24. It is recommended that the proposals are supported and that the further options are considered as a next stage.

Council Plan

25. The proposals meet the following priorities in the Council Plan:
 - Increasing the efficiency and performance of the front line services which are the primary users of the fleet
 - Environmental Sustainability underpins everything we do
 - Steps taken to improve air quality
 - Develop a long term plan to increase recycling rates and cut the city's carbon emissions
 - Work towards plans for One Planet living

Implications

26. Financial: The value of fleet purchases varies each year in line with operational requirements. In 2017/18 the value of purchases to date is £710k. Although the budgetary impacts of these purchases have been reviewed, this does not follow a standardised approach ensuring that all impacts have been considered. The development of a formal fleet replacement policy would ensure that both the capital and revenue budgetary impacts are properly considered.
27. There are no HR, Legal, Equalities, Crime & Disorder or other implications associated with the recommendation in this report.

Risk Management

28. Accepting the proposals will reduce the risk the authority faces by its decision making through the fleet replacement process. It will drive better financial management.

Contact Details

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Report Approved **Date** 10 Nov 2017

Specialist Implications Officer(s)

Financial:

Name: Patrick Looker
Tel No. 01904 551633

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

For further information please contact the author of the report

Economy & Place Policy Development Committee Draft Workplan 2017-18

22 June 2017	<ol style="list-style-type: none"> 1. Workshop on Long Term Workplan 2017/19 - Officer Presentations on Policy Opportunities in Transport, Regeneration Waste & Public Realm 2. Draft Workplan 2017/18
26 July 2017	<ol style="list-style-type: none"> 1. Attendance of Deputy Leader (Economic Dev) & Exec Mbr for Environment - Priorities & Challenges for 2017/18 (attendance confirmed) 2. Introductory Presentation on CYC Fleet Generated Emissions in support of proposed CYC Emissions Policy Development Review 3. Workplan 2017/18
27 Sept 2017	<ol style="list-style-type: none"> 1. Attendance of Exec Mbr for Transport & Planning - Priorities & Challenges for 2017/18 2. Presentation on the Medium Term Future of Urban Transport (Darren Capes) 3. Impact of Arts & Culture on York Economy Scrutiny Review - Draft Final Report 4. Workplan 2017/18
Early Nov 2017 - TBA	Informal Workshop – Presentation on the Strategic Management of CYC’s Commercial Portfolio & the Development of CYC’s Asset Management Strategy
22 Nov 2017	<ol style="list-style-type: none"> 1. Attendance of Exec Mbr for Transport & Planning - Priorities & Challenges for 2017/18 2. ‘Impact of Arts & Culture on the Economy’ Scrutiny Review Draft Final Report (MC) 3. Workplan 2017/18
27 Nov 2017 – TBC	Informal Meeting - CYC Fleet Replacement Review - Consideration of Draft Policy & Process (JG)
24 Jan 2018	<ol style="list-style-type: none"> 1. Overview on Renewal of Make it York Service Level Agreement (CC) 2. Draft Fleet Replacement Policy (JG) 3. Workplan 2017/18

21 March 2018	1. Workplan 2017/18
16 May 2018	1. Workplan 2017/18

Additional Informal Meetings

- Economic Strategy – Building in Economic Metrics & Performance Assessment
- iCASP, Flood Defences & Surface Water Flooding