

Agenda Item 6

Fairness Commission – Interim report and next phase

Background

1. The independent York Fairness Commission was set up in July 2011 with the overall purpose of promoting and advising on the achievement of greater fairness and equality in York.
2. The focus of their Interim Report published in November 2011 was on specific advice to the Council on the difficult decisions it was confronting in setting its budget for 2012/13 and 2013/14 in the face of very sizeable funding cuts.
3. A wider ranging report will follow in June 2012 looking more fully at options, ideas and practical steps that can be taken to make York a fairer place – including but going beyond the role and priorities of the City Council to encompass all sectors of the community.

Approach to Phase 2 – developing the Final Report

4. The high level approach to the next phase of work will be to:
 - Focus on engagement with partners representing voluntary, business and public sectors in the city by involving them in the formulation of the final report recommendations and seeking commitment from partners to the delivery of the final report outcomes
 - Focus the engagement around the fairness principles (see Annex) and a series of themed ‘select committee’ style meetings with relevant organisations being invited and given the opportunity to prepare submissions, evidence and ideas and to use the meetings to debate these with the Commission.
 - To publish a themed topic paper and questions in advance of each meeting which will be sent to those invited to the meetings and published on the website seeking wider feedback on the 6 meeting themes.

Meeting Themes

5. Reflecting the most significant areas that emerged from the first phase of work, the proposed meeting themes are:
 - Health and Wellbeing
 - Incomes, Economy and Jobs
 - Housing and Homelessness
 - Community /Volunteering
 - Diversity and Equality

Meeting format

6. A 'topic paper' will be produced prior to each meeting and sent to the nominated attendees for that meeting inviting them to prepare, in advance of the meeting, a submission and responses to the issues raised in the paper. The background topic papers will be circulated well in advance and include specific questions so that responses can be prepared by attendees prior to the meeting. And Commissioners will have the opportunity to review responses prior to the meeting where invitees choose to submit papers in advance.
7. The meeting will then provide the opportunity for presentation of information and evidence, discussion and debate between the Commission and partners with a view to reaching some shared conclusions about recommended actions. In terms of meeting style it will be important to ensure that partners understand the Commission's purpose in advance, that meetings are formal but that partners feel they are being invited to collaborate with the Commission in its work. The Commission may need to ask challenging questions but this will be in order to check understanding, clarify facts and seek to reconcile apparently opposing views in order to develop a shared understanding and a sense of common purpose around the fairness agenda.

Timeline

Date	Activity
Jan-Feb 2012	Drafting of topic papers and organisation of meetings
March - April	6 Commission consultation meetings on agreed themes
w/c 12 March	Health and Wellbeing
w/c 19 March	Incomes, Economy and Jobs
w/c 26 March	Education and Training
w/c 2 April	Housing and Homelessness
w/c 16 th April	Equality and Diversity
w/c 23 April	Community/Volunteering
w/c 7 th May	Commission Workshop to review meeting conclusions and develop final report
April-June	Report Drafting
Late June	Report publication

Annex: the 10 Fairness principles

- Make reducing inequalities a prime focus in policy and decision making
- Support and empower the most vulnerable and disadvantaged groups
- Adopt a long term view considering long term impacts as well as short term savings
- Listen and Engage so as to make budget decisions in a way that is open, transparent and informed by York's people
- Generate new income to reduce the scale and depth of the cuts needed to balance the budget
- Make budget decisions based on evidence, values and needs, not by applying flat rate percentage cuts or favouring services that have always been provided
- Take into account wider factors that affect inequalities in York
- Target investments and services geographically where necessary to reduce inequalities and improve life chances in the most disadvantaged areas
- Promote/ prioritise economic growth that maximises benefits to people
- Ensure a 'best in class' Council that delivers services efficiently and effectively and acts as an influential role model in tackling inequalities

Agenda Item 7

National policy and implications

Background

1. This briefing is to review national policy and to highlight key issues for the forthcoming year which will have an impact on partners across the city. The briefing is not comprehensive across every policy area but provides an overview. There is a separate agenda item on local progress with and implications of the health reforms.

Key points

2. In the last year the Government has continued to focus on deficit reduction which has impacted across the public sector with cuts to funding. In addition they have carried through legislation with a stated focus of devolving power to localities and communities.
3. Legislation which has already received Royal Assent which affect the city includes:
 - Localism Act
 - Police and Social Responsibility Act
 - Academies Act and Education Act
4. Several of the provisions have either come into force, such as schools becoming academies, or will do so during 2012, such as the 'Right to Challenge' provisions of the Localism Act (originally due to come into force in April 2012 but now likely to be later in the year) and the Police and Crime Commissioner elections in November 2012. The Housing Strategy for England came out in November 2011 and several of the key elements have already begun.
5. Bills still progressing through Parliament but with sustained opposition (particularly in the House of Lords) are the Welfare Bill, Health and Social Care Bill and Legal Aid Bill. The Welfare Bill has received a lot of coverage in relation to the benefits cap and how this might impact on families and child poverty. Government also introduced the Local Government Finance Bill which provides draft legislation for changes in local government finance and funding, such as introduction of a scheme to allow councils to retain some of

the business rates they raise, the introduction of Tax Increment Financing to enable local councils to borrow against future increases in business rates, and changes in the way that Council Tax is levied, including the ability for councils to charge Council Tax on empty properties. The proposal is for powers to be in force by April 2013.

Forthcoming Policy

6. The Chancellor will make his Budget statement on 21 March; the Queen's Speech was due to be spring 2012 but may be held over until May/June in order to give time for existing legislation to progress. The Budget is likely to include actions to assist small businesses and promote entrepreneurship but this is set in the context of continuing focus on cutting deficit, low growth and ongoing concerns in the eurozone.
7. Legislation likely to be proposed in the Queens Speech includes:
 - Executive pay
 - Gangs
 - Employment Law
 - Social Care (White Paper due spring)
 - Utility Companies
8. A White Paper on Open Data is due in spring; the White Paper on Social Care is also due in spring as is the report on Social Mobility from Alan Milburn. Maximising participation of young people aged 16 -24 is likely to be addressed again in the light of youth unemployment and focus on the need for higher level skills. New Departmental Delivery Plans due out in April should give indications of key priorities and timeline.
9. Other areas to address could include more legislation affecting schools as recent reports have highlighted many schools need to do more for disadvantaged pupils alongside a need to address those that are seen to be coasting. On Higher Education government is looking for efficiencies from the sector, Universities UK have been analysing trends in take up and applications and they along with IPPR North will produce a report on university and regional economies in February.

Impact and Issues

10. Central government policy is still a mix of central direction and local control. There is an underlying concept about changing behaviour to get people to take greater responsibility, locally led solutions along with opportunities to open up the public sector to a wider range of providers and models such as social enterprises. The 'Big Society' looked to encourage local decision-making, volunteering and promote models such as social enterprises and mutuals but so far this has been challenging. Government Public Accounts Committee recently said there was still a lack of clarity on implementation of 'Big Society' with charities lacking capacity to bid and lack of proposals for example for employee mutuals.
11. Opening up opportunities to different providers has been highlighted recently in relation to schools with the potential for private for profit providers getting involved in future. There are still concerns that smaller local providers and charities could lose out in taking up opportunities to run local services.

Conclusions

12. The continuing period of austerity and tight finances still presents a challenge for partners across the city. Whilst central government says it will focus on growth and jobs, which is also one of our focuses as a city it is also affected by the wider global economic picture. Government still looking to more private investment for funding research, for taking on services currently delivered by the public sector and in making more use of joint public and private funding. They also continue to highlight entrepreneurship and innovative practice.
13. In York we have already been working together across a range of sectors, for example on economic issues and innovation. Public sector providers remain open to looking at new models, City of York Council have already signed up to the Co-operative Councils network.

Agenda Item 8

City Plan and Governance Handbook Sign-off

City Plan

1. At the last meeting in November it was agreed that the Secretariat would complete the City Plan, incorporating views expressed in the meeting where appropriate. This work has now been completed and the near final document is attached as Annex A. A summary of the key outcomes of the City Plan will be produced to promote the work of the Partnership.
2. The City Plan contains 36 actions within the agreed themes of Enabling Growth, Creating the environment for Growth and Sharing Growth. The City Plan reflects York's key priorities and is based on the premise that the actions require partnership working to deliver them. They are not intended to be a reflection of the key priorities of any single organisation in the city.
3. In order to establish responsibility for delivering the City Plan, each action highlights the main organisations that would work together to deliver that particular priority, with one Partner designated as leading the work. The designated lead has been determined by the Secretariat based on the most logical fit of a specific action when compared to the roles and responsibilities of existing Boards. As part of the next phase of work, in which a more detailed delivery plan will be developed for the actions, it will be possible to change the proposed lead board if this is appropriate. At the May 12 Board meeting, a paper will be prepared to identify the progress being made to deliver the City Plan.

WOW Structure

4. The WOW Structure paper discussed at the last meeting was withdrawn and the revised proposal of delivery leads working through existing partnerships, delivery groups or ad-hoc project teams is incorporated in the City Plan (Page 34/37). It is the case that the existing partnership works well and much would be lost if we were to focus our efforts and structures solely on the 36 actions within the City Plan. The structure chart also highlights the

strengthening of links with emerging bodies such as the LEPs and Health and Well Being Board as they are important to the delivery of the City Action Plan. The diagram does not represent a hierarchy and should not be interpreted as such.

Chairing Arrangements

5. The Partnership constitution determines that the posts of Chairperson and Vice Chairperson be shared between the Council Leader and an independent appointment. Sir Ron Cooke has indicated that he is prepared to be Vice Chairperson for the WOW Partnership and Cllr James Alexander will be Chairperson.

Governance Handbook and Constitution

6. The Without Walls Governance Handbook has been updated in light of development of the City Plan and establishment of delivery leads (Attached as Annex B).

The cover features a vibrant, abstract background with overlapping circular shapes in shades of blue, orange, and green. A pattern of small white dots is visible on the left side. The York City logo is centered, with the words 'THE CITY ACTION PLAN' below it. On the right edge, the years '2011-2015' are written vertically in a large, semi-transparent font.

Y|O|R|K
THE CITY
ACTION
PLAN

Without Walls Partnership
The strategy for growth
2011 - 2015

Strategy for York 2011 - 2025

Ambitious; extensive; visionary; the Strategy for York is a big idea occupying a big time-frame. It's a major fifteen-year plan for the city and its neighbourhoods aimed at fulfilling what's really important to people - residents, workers, employers and those who visit the city.

The city action plan 2011-2015

Appreciating long-term plans by understanding short-term goals

Compiled and authored by *Without Walls*, the *Strategy for York* sets out the aims and intentions of individuals and organisations dedicated to improving the quality of life in York and making our way of life more sustainable in the period between 2011 and 2025. Matters embraced by the Strategy include changing demographics, employment and the local economy, social issues, the environment, and many other matters; but in order to fully appreciate the long-term scope of the Strategy, it's important to focus on shorter-term goals - which are what the *City Action Plan* is all about.

The City Action Plan - comprising three strong themes

Addressing a more immediate time-span, the *City Action Plan* examines the Strategy for York's aims and intentions in the four years between now and 2015. The City Action Plan tackles three interconnected themes – **Enabling Growth**, **Creating the environment for growth** and **Sharing Growth** - and within these themes, it proposes a small number of actions that partners will tackle together between now and 2015. The actions focus on cross-cutting issues that require combined Partnership effort to make a real difference.

York - destined for even greater greatness!

We invite you to read and consider the *City Action Plan 2011-2015*; it will give you an idea of what's happening right now to help the city of York achieve its fifteen-year goals - and, equally important, it will demonstrate how the city is already being enriched by moves to make it one of the nation's most outstanding and celebrated cities - as a place to live, to work, to visit and enjoy.

Vision and Ambitions

Without Walls is the name of the group of people who have agreed to work together and jointly develop a shared vision for the city. The Partnership is made up of representatives of public, voluntary and business organisations in York.

The Partnership launched the first Strategy for York in July 2004 following widespread consultation, in what was called a 'Festival of Ideas'. Hundreds of people gave their views about the kind of York they wanted to see in the future. Comments gathered were used to produce the first strategy, which included a promise to review it regularly to make sure it remained relevant.

The Strategy was recently updated by 'Without Walls' for the third time. Although, the vision for the city has remained constant and is still included as:

Making our mark by:

- Building confident, healthy and inclusive communities
- Being a leading environmentally-friendly city
- Being at the forefront of innovation with a diverse and thriving economy
- Being a world class centre for culture, education and learning for all
- Celebrating our historic past whilst creating a successful and ambitious future

In order to ensure York is always an attractive place to live, work and visit, the Partnership also identified six strategic ambitions that include:

We will...

1. Improve the physical and cultural environment of the city as a basis for community and economic development

2. Keep York's employment levels high and economy buoyant by supporting local employers, entrepreneurship, developing a diverse and sustainable economy and balanced employment structure
3. Maintain community cohesion and develop strong, supportive and durable communities
4. Ensure the process of physical development is used to improve the environmental sustainability of the city, and that growth accommodates the challenges of climate change and other built and natural environmental challenges
5. Use York's brand and position to promote the city within the regional, national and global network
6. Encourage partnerships within the city and beyond that benefit everyone and achieve mutual advantage

In addition, the Strategy summarises commitments from the many delivery partnerships in the city in response to the challenges and opportunities facing York. The Strategy for York is available to download as a PDF from www.yorkwow.org.uk.

Immediate Priorities

In response to the opportunities and challenges facing the city, Without Walls has identified three immediate partnership priorities that are critical to address in order to secure York's future.

Partnership priorities

- Enabling Growth
- Creating the environment for Growth
- Sharing Growth

Immediate Priorities

In response to the opportunities and challenges facing the city, Without Walls has identified a number of immediate priorities that are critical to address in order to secure York's future.

Priority Areas 2011-2015

Enabling Growth	Creating the environment for Growth
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Actions 2011 - 2015

Develop the city's knowledge economy to its full potential	Bring forward land for development and business accommodation
Support York's existing businesses to thrive and develop whilst bringing in new companies to invest in the city and foster the creative sector	Tackle transport congestion and address travel issues in, around and across York
Drive the skills provision and workforce development approach in the city	Enhance York's heritage and creative and cultural sectors and use them as a driver for economic growth
Enable an increase in business start up rates	Create a housing supply that better meets York's needs

Underpinning Principles

Environmental Impact & Inclusion

Sharing Growth

Foster a vibrant civic society, volunteering, community ownership and thriving voluntary and community sector

Embrace the city's changing ethnic make-up to build strong communities and celebrate diverse cultures

Work with the community at a neighbourhood level to tackle community safety priorities

Promote the wellbeing of all the city's residents recognising its changing demography and increasing social care needs

Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing the quality of life in the city. These principles will underpin all of our improvement priorities as a partnership going forward.

Enabling Growth





Enabling Growth

What will success look like?

The UK's economic recovery is being driven by those city economies which are strong and can compete in the global market. York has been described as the most buoyant economy in the north and has the potential to contribute well beyond its own economic area towards national growth. York sits within two economic areas, the Leeds City Region and North Yorkshire. Within the sub-region York's labour market has been defined as the city council area, Easingwold and surrounds, Selby and the villages to the north and the Wolds / Weighton / Pocklington area in the East Riding.

The abolition of Regional Development Agencies and a revised public expenditure regime has resulted in a reduced level of resources available for the public sector to lever in private sector investment. Whilst the new Local Enterprise Partnerships (LEPs) continue to develop their precise agendas, it will be important that York positions itself to drive these agendas and continue to 'punch above our weight'.

The main underlying characteristics identified in relation to York's recent economic history are:

- A growing economy prior to 2003 with the hospitality and retail sectors, finance and business services largely static since. Employment in public administration however, has

continued to grow with 26% of all jobs in the city, being in public administration, education and health.

- An expanding higher education and science and technology base, with employment in the three fast-growing science and technology clusters (Bioscience & Healthcare, IT & Digital and Creative) on track to achieve a target forecast of 19,000 Science City jobs by 2026 and accounting for 16% of total employment.
- The presence of a highly skilled workforce, with 39% of residents working in higher level occupations and 36% qualified to NVQ level 4 and above.
- A high employment rate, with 78.6% of the working age population in employment between June 2008 and March 2009, higher than both the national and regional rate.
- Under average performance in growing its business base.
- A net inflow of commuters - data for 2007 shows that 26,300 people commute in to the city (27% of the city's workforce) while 13,700 commute out.

The economic future of the city is inherently tied to its ability to support existing businesses and attract new investment to York. We need to make York a place where it is 'easy to do business'; ensuring that all of the key components from a customer perspective, such as available land, legal and professional support, access to skilled labour, good transportation etc. all come together quickly and seamlessly. The role of the Universities is critical as drivers of economic success, with the start up of new enterprises linked to university research and technological developments and the fact that they act as a catalyst for high-tech inward investment activity.

Long term growth forecasts for the next decade indicate an additional 3,000 jobs for the banking, finance and business services sector, 2,000 in retailing, hotels and catering and over 800 jobs in the health sector. There is a need to ensure that the necessary skills to fill these opportunities are available in attracting the local workforce.

A general climate of businesses and lending and investment organisations being risk averse following the recession, together with increased global competition, means the city faces a number of challenges. A comprehensive and integrated approach to these challenges will be driven forward via the city's Economic Strategy. The strategy focuses on building on areas where the city's economy is competitive and creating the right conditions for growth, including the removal of barriers to growth.

A key challenge for York will be to rebalance the economy by reducing the city's over dependence on public sector employment and to provide new opportunities for expansion of the private sector. This will include increased employment in the science and technology sectors, greater development of the financial and service sector and by supporting expanding and major businesses in the city to thrive and develop.

In order to grow the economy, York also needs to embrace a more enterprising culture, based on the following principles:

- Empowering residents of all ages with the skills, knowledge and aspiration to take advantage of job opportunities and start up their own businesses
- Making it known that York is a great place to do business, invest in and for talent to remain or locate to.

Enabling Growth Actions

In the context of the following actions the Economic Strategy, underpinned by the York Internationalisation Framework, Enterprise Framework, Skills and Employment Plan, Climate Change Framework and Action Plan, Low Emission Strategy and Science City York Plan are the crucial documents for this theme.

Enabling Growth – Action 1

Develop the city’s knowledge economy to its full potential:		Lead Partners:
a)	Develop a simple programme of support that allows businesses to access innovation, knowledge and expertise that is based in York’s Universities, (and across the Leeds City Region), through a single point of contact	Economic Partnership (Lead), Higher York, Chamber of Commerce, Business Forum
b)	Examine the opportunities for York’s (and the City Region’s businesses) to develop stronger supply chain relationships and through close proximity and partnering arrangements allow for more efficient operations	Economic Partnership (Lead), Science City York
c)	Develop industries in which the city has a clear existing or potential competitive advantage, such as green industries and the creative, media and arts sectors	Economic Partnership (Lead), Science City York, Creative York, York@Large, Environment Partnership, CYC Sustainability Team

Enabling Growth – Action 2

To support York's existing businesses to thrive and develop whilst bringing in new companies to invest in the city and fostering emerging sectors:		Lead Partners:
d)	Target the Council's Key Account Management (KAM) business support programme at strategically important firms, and integrate support for businesses, whether their needs relate to skills and recruitment issues, workspace availability, transport constraints, concerns with regulations and legislation, or marketing and business development advice. In addition to act upon business intelligence gathered through the KAM approach	CYC Economic Development Unit (Lead), York Economic Partnership, Business Forum, Chamber of Commerce, York Retail Forum
e)	With the demise of Business Link there is no longer one single point for businesses to obtain quality business advice and to share business know-how which will allow them to start, innovate, expand, adapt and thrive. A variety of existing, but fragmented, sources of support are available. It will be essential to continue current work, under the York Enterprise umbrella, to allow businesses to have a single web based point of access to information and knowledge	CYC Economic Development Unit (Lead), York Economic Partnership, Business Forum, Chamber of Commerce, Environment Partnership
f)	Develop a business resource efficiency programme to encourage businesses to operate in a sustainable way	Environment Partnership, Economic Partnership (joint lead) CYC Sustainability Team, Business Forum, Chamber of Commerce

Enabling Growth – Action 3

<p>Drive the skills provision and workforce development approach in the city so that it supports the needs of business, the city’s economic vision and ambitions of its people:</p>	<p>Lead Partners:</p>
<p>g) Work with businesses to ensure skills needs are matched; understand the future high tech, environmental and low carbon skills likely to be in demand in York’s economy and ensure that the further and higher education system, as well as training providers in the city, are able to match supply with demand</p>	<p>Economic Partnership (Lead), Learning City York, Higher York, Env. Partnership, Chamber of Commerce</p>
<p>h) Development of an innovative and flexible training offer for management, leadership and business development skills in order to fill a gap identified in the National Employer Skills Survey 2009 and the challenges of the global environment in which many operate</p>	<p>Learning City York (Lead), Economic Partnership, Chamber of Commerce</p>
<p>i) Building on the success of the York Apprenticeship Challenge in 2011, continue to promote the business and personal development benefits of Apprenticeships, particularly for 16 – 24 year olds, and drive up recruitment and staff development across all sectors</p>	<p>Learning City York (Lead), Schools and Colleges, Higher York, Economic Forum</p>





Enabling Growth – Action 4

Facilitate an increase in business start-up rates in York, including social enterprises and community interest companies and cooperatives:		Lead Partners:
j)	Deliver education and training in ways that raise the entrepreneurial ambitions of residents of all ages and develop the skills and qualities needed in York's next generation of entrepreneurs, innovators and business leaders	Learning City York (Lead), Higher York, Economic Partnership, York CVS
k)	Encourage business start-ups and growth through the development of easily accessible business support services and networks and increased access to finance, premises, new markets and innovation capital	CYC Economic Development Unit (Lead), York Economic Partnership, Higher York, Business Forum, Chamber of Commerce
l)	Provide support, including business mentors, and networking opportunities to help social and community enterprises set up and grow	CYC Economic Development Unit (Lead), Economic Forum, York CVS, COOP Councils network, Learning City York

Creating the Environment for Growth





Creating the environment for Growth

What will success look like?

The city's cultural profile is nationally recognised. However, we need to keep pace with other European cities and improve investment in our heritage as a driver for economic growth and in order to reach the status of internationally significant in cultural terms. We need to increase inward investment, business development and the quality of the visitor experience in order to maximise our assets and make York even more of an upmarket tourist destination than it is now.

Figures published by Welcome to Yorkshire and Yorkshire Forward confirm the substantial economic impact that tourism makes on the York economy – seven million visitors, supporting 22,900 jobs and creating a thriving industry worth £443 million. This incorporates the value of conference and business tourism to York, which stands at £205 million.

Investment in quality of place and maximisation of our assets will act as the catalyst for private sector investment. High quality public realm can also improve access to key development sites. It is recognised that the quality of the city centre space and its visitor experience is not as attractive as it should be given its status and role. Interventions to improve quality of space and place and open up development opportunities that link sites more effectively to the city centre are hugely important.

Current projections indicate continued growth in population and employment, which need not necessarily mean spatial growth. The city has significant land and assets within its existing boundaries. The challenge will be to facilitate development of these sites in a manner that maximises use of brown field sites and benefit to the city and the wider region. The city particularly suffers from a lack of concentration of high value office accommodation. There is also a lack of suitable premises and spaces for germination and development of creative industries, which could limit the future aspirations of Science City York. The main focus of investment should be to enhance the city centre in order to drive economic growth from the core.

There are a range of long term development opportunities that are critical to the city's future economic prosperity. These include regionally important sites such as Heslington East and



York Central, through to the city centre locations of Hungate and Piccadilly which are key to increasing the vitality and economic performance of the city centre. Other sites at Terry's and Nestle South offer high quality employment uses and residential growth will be accommodated at Germany Beck, British Sugar and Derwenthorpe.

Increased growth and prosperity places considerable pressure on the city's transport network and has the potential to increase congestion delay up to 200% by 2026. Congestion stifles economic growth - it is costly to businesses, and detrimental to the health and wellbeing of our population. In the future, the transfer of inward commuting and visitor trips to the Park & Ride service, combined with restricting the availability of city centre parking, will remain a key strategy for reducing trips in the urban area. York's major scheme bid, Access York, proposes additional Park & Ride facilities and upgrading of the northern outer ring road, as well as improvements to the Bus Network, the Cycling and Pedestrian Networks and Highway Network Capacity.

Another key challenge for the city is to deliver and make the best use of housing, including the right type and mix of housing supply to meet the city's needs. Affordability is crucial given the significant gulf between average earnings and average house prices. As a result of high purchase prices private rental properties are much sought after, making rents particularly high. Whilst stock condition in the private sector is relatively good, almost 20% of private sector stock does not meet the decent home standard. The need for suitable accommodation for the city's growing elderly population, additional pitches to meet the needs of the gypsy and traveller community and family housing rather than flats are also key issues.

Creating the environment for Growth Actions

In the context of the following actions the LDF Core Strategy and Heritage Topic Paper, LTP3, Climate Change Framework and Action Plan, Low Emission Strategy, Waste Management Strategy, New City Beautiful and City Centre Area Action Plan are the crucial documents for this theme.

Creating the environment for Growth – Action 1

Bring forward land for high quality, sustainable development and business accommodation that positively enhances the city:	Lead Partners:
a) Identify employment sites to meet the needs of existing businesses and investors	Economic Partnership (Lead), CYC City Development Team, Business Forum
b) Interventions for start up units and low cost workshops, including being more creative in promoting temporary solutions	CYC Economic Development Unit (Lead), Economic Partnership, Higher York, Chamber of Commerce
c) Work in partnership to bid for Growing Places Funding in order to address local infrastructure constraints and unlock key development sites such as York Central, Germany Beck and Castle / Piccadilly.	CYC Policy Development Team (Lead), CYC City Development Team, Local Developers

Creating the environment for Growth – Action 2

Tackle transport congestion and address air quality, emissions and travel issues in, around and across York:		Lead Partners:
d)	Progress a freight consolidation/trans-shipment centre aimed at reducing the number of large delivery vehicles in the city centre and footstreets area as a means of improving air quality, quality of life and retail environment.	CYC Sustainable Transport Service (Lead), retailers and logistics providers
e)	Improving Local Bus Services through the development of an evidence based action plan to tackle perceived under performance and viability of the network considering voluntary partnership arrangements and regulatory arrangements that might be available to deliver improvements.	CYC Sustainable Transport Service (Lead), Quality Bus Partnership and Bus operators
f)	Deliver Intelligent Travel York, an integrated programme of personal, business and school travel planning, combined with targeted infrastructure improvements and training opportunities as a means of improving resident's travel options and habits.	CYC Sustainable Transport Service (Lead), Large and medium employers, Quality Bus Partnership, schools and colleges



Creating the environment for Growth – Action 3

Enhance York’s heritage and cultural sector and use them as a driver for economic growth:		Lead Partners:
g)	Realise improvements to the public realm to promote York as a world class city, including extension of the pedestrian zone and obtaining Purple Flag status for the city centre	Reinvigorate York (Lead), English Heritage, CYC City Development Team, Economic Partnership
h)	Production and implementation of masterplans for specific zones such as the Cultural Quarter, the Minster Quarter, Micklegate and Castle Piccadilly etc.	CYC City Development Team (Lead), Economic Partnership, York@Large, English Heritage, Quality Bus Partnership
i)	Promote our world class skills in artisan craft work (stonemasonry / stained glass), museum interpretation and digital media arts	York@Large (Lead), YMT, Creative York, York Minster, SCY





Creating the environment for Growth – Action 4

Facilitate a housing supply that better meets York's needs:	Lead Partners:
j) Maximise the supply of decent environmentally sustainable homes that people can afford, including making best use of the existing housing stock	CYC Housing Strategy Team (Lead), Local Developers, Private sector landlords.
k) Maximise the potential and expertise of internationally significant house builders, charities and educational institutions to enhance development of appropriate and sustainable housing	Environment Partnership (Lead), CYC Sustainability Team, JRF, Local Developers, York College, Learning City York
l) Promote and support current programmes to increase the uptake of energy and water efficiency and renewable energy in the domestic and rented housing sector	Environment Partnership (Lead), CYC Sustainability Team, Local Developers, Private Sector landlords

Sharing Growth

Welcome
to
York



Sharing Growth

What will success look like?

A key ambition is that there should be strong neighbourhoods and communities throughout the city where people have an effective voice in local issues, are able to influence services, get on well together and have opportunities to mix and help each other out. Everyone should feel part of the city and of their local community regardless of how old they are, how long they have lived in the city, or their background.

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York has seen strong population growth over the last decade. Between 1997 and 2007, the population grew at an annual rate of 1%, in advance of the national average of 0.4%. The latest population projections for York show that there will be a 30% increase by 2031, bringing the number of residents to 249,000. The age cohorts that are expected to increase the most are for people aged 80-84 (68% increase) and 85 plus (111% increase). This increase will be consistent with the anticipated increase in life expectancy and the national trend of an ageing population, consequently the proportion of older people suffering from dementia is increasing. York's minority ethnic population also appears to be growing more rapidly than in most other areas, due in part to Higher Education and tourism. The expansion of York University is expected to increase student numbers by 5,000 from 2015 (of those it is estimated that 2000 will be from overseas).

We need to anticipate future challenges and opportunities linked to demographic change, in terms of demand for services and workforce supply. Increased demand for services, particularly health and social care, requires careful planning. The provision of adult social care services will present as one of the biggest challenges in responding to the change of York's demography. Customer demand and growing expectations will drive a requirement for the provision of adult care to fundamentally change. The way the Council buys and directly provides services has to change. To continue unaltered would mean a £12 million rise in spending by 2020 to support the growing population of older people, and people with more complex learning and physical disabilities. Services which focus on early intervention and reablement offer residents the opportunity to live independently in their own homes for a longer period of time. Personal budgets are also giving customers the flexibility to buy the care services they need from whomever they choose, not necessarily from a 'fixed menu' of care services provided by the local authority.

The opportunities emerging from de-regulation, community empowerment and increasing social action need to be embraced. The drive now is to determine what more individuals and communities can do for themselves in order to build resilience, independence and capacity. This will include exploration of a wider range of organisational structures, particularly through the new powers offered to the Voluntary Sector through the Localism Bill. For example, service delivery through social enterprises, co-operatives, community interest companies and mutuals. Communities need to be helped to increase their sense of belonging by supporting organisations such as community centres to widen the services they offer and encourage local ownership. Together with the sector, opportunities to radically change services will be explored,

putting the user first, offering real choice and producing better outcomes from the investment of public money.

These aspirations will be realised through enhanced neighbourhood management support arrangements with a view to providing a more cohesive and efficient approach to service delivery across the city. The aim is to develop the engagement of a wider range of partners, including the voluntary sector, within local areas in order to better understand local community's needs, aspirations and expectations and to integrate and prioritise service delivery. This will include creation of a Community Information Hub sharing information with partners and co-ordinating activities on the ground. Following this the aim will be to bring together community-based staff and volunteers from across the council and partner organisations into virtual teams working to deliver shared objectives. Key to the success of this approach will be successful engagement with partners both strategically and on the ground.

Although 23% of York residents do volunteer work every month, over half of residents (52%) of working or retirement age have never undertaken any unpaid help. People giving their time and energy, unpaid, for the benefit of society is a powerful force for change and essential to the effective functioning of Voluntary Sector organisations. The Sector need access to good quality affordable support in order to fulfil their potential and partners will work together to provide it, particularly York Council for Voluntary Services (CVS). Actions emanating from the Volunteering City Group's new Business Plan, the CYC Volunteering Strategy and new Volunteering Charter for York will develop a volunteering infrastructure to increase volunteering and enable people to make a positive difference to their community. In particular, Partners will ensure that the Voluntary

and Community Sector is given access to relevant procurement opportunities especially in providing social care and services for young people and delivering the city's recycling and green agendas.

An essential factor affecting people's quality of life is that they feel safe and secure in their home and local area. Although not necessarily the perception, crime has been falling, and York is one of the safest cities in the country. Nonetheless, there are still challenges, particularly concerning crime hotspots, bike theft and anti-social behaviour. Neighbourhood working arrangements and area based management will have a greater role in tackling area based crime and anti-social behaviour.

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Sharing Growth Actions

In the context of the following actions the One City Strategy, Child Poverty Strategy, Older People's Strategy, Volunteering Strategy, Story of Place evidence base and Experian Mosaic customer insight data are crucial for this theme.

Sharing Growth – Action 1

Foster a vibrant civic society with a strong volunteering ethos, community ownership and thriving voluntary and community sector:		Lead Partners:
a)	Resource and support a strong volunteering infrastructure focussing especially on increasing volunteering by young people and other under-represented groups	Inclusive York Forum (Lead), CYC Neighbourhood Team, York Cares, Citywide Volunteer Managers
b)	Develop a Community Right to Buy system that will encourage community groups to prepare bids to take over community assets and facilities that are important to them	CYC Property Management Team (Lead), York CVS, COOP Councils network, CYC Neighbourhood Management Unit
c)	Harness the opportunities afforded by the Localism Bill and Community Right to Challenge to work with neighbourhoods and communities to develop and deliver solutions to disadvantage; strengthen ward partnerships to bring in those who can best respond to gaps in delivery and ensure services are targeted at groups with the most need	CYC Neighbourhood Management Unit (Lead), York CVS, COOP Councils Network, Federation of Resident Associations

Sharing Growth – Action 2

Embrace the city's changing ethnic makeup to build strong communities celebrating our diverse cultures:		Lead Partners:
d)	Undertake and act upon research to understand the issues faced by BME groups	Inclusive York Forum (Lead), YREN, Travellers Trust, CYC Business Intelligence Unit, Churches Together in York, University of York
e)	Create a partnership approach to supporting communities experiencing tensions in order to resolve conflicts and promote understanding	CYC Neighbourhood Management Unit (Lead), Safer York Partnership, YREN, Inclusive York Forum
f)	Support the establishment of a new Mosque in the city	Bull Lane Mosque (Lead), YREN, Safer York Partnership, CYC Equalities Team, Inclusive York Forum





Sharing Growth – Action 3

31

Work with the community at a neighbourhood level to tackle community priorities:	Lead Partners:
g) Ensure involvement mechanisms are in place to work collaboratively with residents and partners to make services more responsive to local need	CYC Neighbourhood Management Unit (Lead), Inclusive York Forum, Federation of Residents Associations, York Youth Council, Public Service Chief Executives
h) Promote cultural activities at a neighbourhood level, using the City of Festivals programme to celebrate our diversity	York@Large (Lead), CYC Neighbourhood Management Unit, Inclusive York Forum
i) Support and improve the personal employability, confidence and basic literacy and numeracy skills of residents in the most disadvantaged communities	Learning City York (Lead), CYC Economic Development Unit, Future Prospects, Skills Funding Agency

Sharing Growth – Action 4

Promote the wellbeing of all of the city’s residents recognising its changing demography and in particular meeting the health and social care needs of the city’s growing older population		Lead Partners:
j)	Work across all sectors to make sure that people are supported to be as independent as possible and that when they receive care it is as close to home as possible and clinically appropriate	Health & Well Being Board (Lead), York Hospitals Trust, CYC ACE Commissioning team, YorOK, Inclusive York Forum, NYYPCT, Supporting People Unit
k)	Support programmes that prevent ill-health, identify illness quickly and reduce inequalities	Health & Well Being Board (Lead), NYYPCT, CYC School & Early Years, Active York
l)	Take action to increase the employability of vulnerable people	Learning City York (Lead), Inclusive York Forum, CYC Economic Development Unit, Future Prospects, Valuing People Partnership Board





Delivering our Priorities

Without Walls Purpose

The purpose of the Without Walls Partnership is to act as advocate for the city, improve quality of life and to create a sustainable environment.

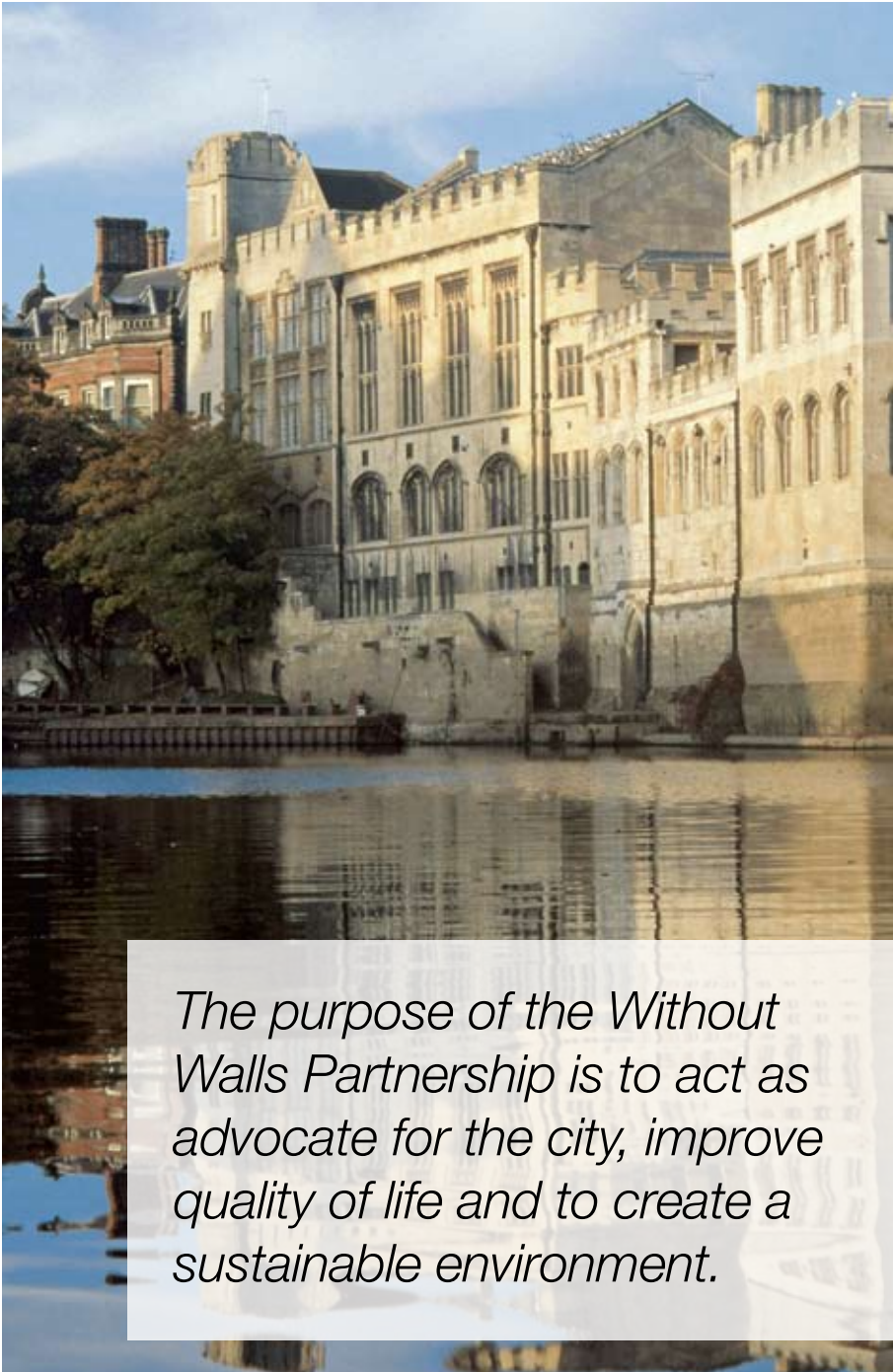
The Partnership exists to provide a forum for debate and decision making at a strategic level within the city. It acts to support and develop the key aims of the Strategy for York with strong leadership, driving development and through alignment of the city's key strategic partnerships and major strategies.

Partnership Structure

Partners operate at several different levels within the Partnership: Without Walls Partnership Board, Theme Partnerships and task and finish groups. In addition, there are close links with statutory partnerships including the Health and Wellbeing Board and regional bodies such as the Local Enterprise Partnerships.

Without Walls Partnership Board

The Board has responsibility for setting out and ensuring delivery of the long-term vision and Strategy for York through the City Action Plan. The Without Walls Board takes into consideration all the latest information and analysis and debates options for the city. Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing quality of life in the city. The Board ensures that these principles underpin all improvement priorities as a partnership going forward.



The purpose of the Without Walls Partnership is to act as advocate for the city, improve quality of life and to create a sustainable environment.

The purpose of the WOW Board is:

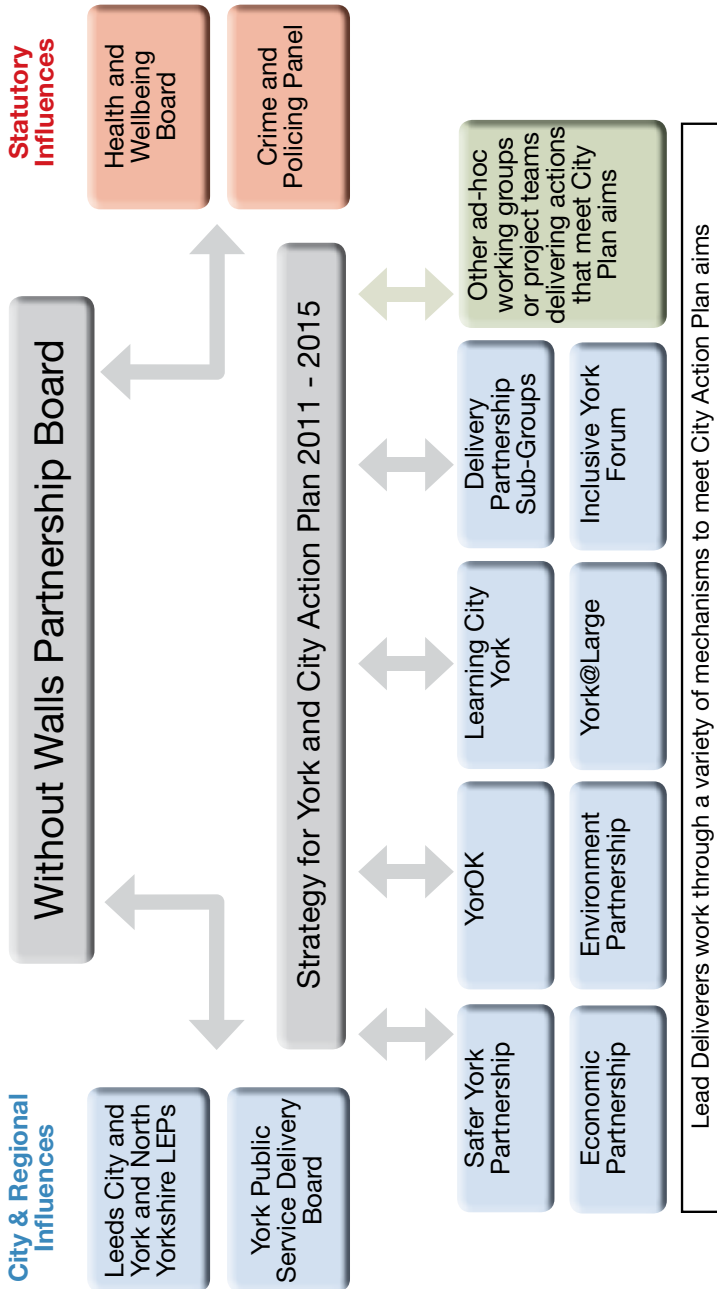
- To be a voice for York, working as ambassadors for the city and articulating York's ambition;
- Horizon scanning, taking the long view of York's future and identifying challenges and opportunities for the city;
- Setting annual priorities for York from the 4-year City Action Plan and establishing expert panels or task and finish groups to ensure delivery where necessary;
- Providing strategic direction for the WOW partnership and reviewing and evolving the City Plan to respond to changing times;
- Ensuring the principles of sustainability and inclusion are woven throughout the Partnership's work, through use of Sustainability and Fairness Impact Assessment tools.

Theme Partnerships

The role of the themed partnership is to oversee delivery of their element of the Strategy for York. Delivery Partnerships are also tasked with contributing to achieving the aims set out in the City Action Plan 2011-2015.

The diagram and matrix that follow set out how Without Walls Partners work together to deliver the Strategy for York and City Action Plan priorities.

Without walls Structure



City Plan Delivery Leads

	York@ Large	Reinvigorate York	Learning City York	Inclusive York Forum	Health & Wellbeing Board	CYC City Development Team	Bull Lane Mosque	CYC Transport Planning Unit	CYC Property Management Team	CYC Sustainability Team	CYC Policy Development Team	CYC Neighbourhood Management Unit	CYC Housing Strategy Team	CYC Economic Development Unit	Environment Partnership	Economic Partnership
ACTION	1 a)	1 b)	1 c)	2 d)	2 e)	2 f)	3 g)	3 h)	3 i)	4 j)	4 k)	4 l)				
AIM	Develop the City's knowledge economy			Support business to thrive			Drive skills and workforce development			Increase business start-ups						
THEME	ENABLING GROWTH															

York's City Action Plan is a strategy for growth 2011 – 2015 and will be reviewed every three years, and local people will be invited to join in the process. Without walls will also regulary report details of progress to meet our goals.

For further information about the partnership and their plans and progress or find out how to get involved please contact Without Walls on (01904) 552027 or look for details on the website at www.yorkwow.org.uk

This information can be provided in your own language.

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Tel: (01904) 551550

This brochure is also available in large print or on cassette.

yorkwow@york.gov.uk
Tel: 10904 552027
Without Walls Partnership,
9 St Leanoards Place, York YO1 7ET

Without Walls Partnership

GOVERNANCE HANDBOOK

December 2011

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Introduction

Without Walls is the name of the group of people who have agreed to work together and jointly develop a shared vision for the city. The Partnership is made up of representatives of public, voluntary and business organisations in York. It is a non-statutory body and does not have a separate legal identity. It brings together partners on the basis of a shared common purpose, which is to work together for the benefit of the city. All Partners within Without Walls have equal status.

Terms of Reference

The purpose of the Without Walls Partnership is to act as advocate for the city, taking the long view and identifying opportunities and challenges to work together to improve quality of life and to create a sustainable environment.

The Partnership exists to provide a forum for debate and decision making at a strategic level within the city. It acts to support and develop the key aims of the Strategy for York with strong leadership, driving development and through alignment of the city's key strategic partnerships and major strategies.

Partnership Structure

Partners operate at several different levels within the Partnership: Without Walls Partnership Board, Theme Partnerships and task and finish groups. In addition, there are close links with statutory partnerships including the Health and Wellbeing Board and regional bodies such as the Local Enterprise Partnerships. A diagram setting out the Without Walls Structure is attached as Annex A.

Without Walls Partnership Board

The Board has responsibility for setting out and ensuring delivery of the long-term vision and Strategy for York. The Without Walls Board takes into consideration all the latest information and analysis and debates options for the city. Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing the quality of life in the city. The Board will ensure that these principles underpin all improvement priorities as a partnership going forward.

The purpose of the WOW Board is:

- To be a voice for York, working as ambassadors for the city articulating York's ambition;
- Horizon scanning, taking the long view of York's future and identifying challenges and opportunities for the city;
- Setting annual priorities for York from the City Action Plan and establishing expert panels or task and finish groups to ensure delivery where necessary;
- Providing strategic direction for the WOW partnership reviewing and evolving the City Plan to respond to changing times;

- Ensuring the principles of sustainability and inclusion are woven throughout the Partnership's work, through use of Sustainability and Fairness Impact Assessment tools.

Theme Partnerships

The role of the themed partnership is to oversee delivery of their element of the Strategy for York. Delivery Partnerships are also tasked with contributing to achieving the aims set out in the City Action Plan 2011-2015. .

Constitution

Membership of the Without Walls Partnership Board

The core membership of the Partnership shall comprise the named representatives (to be agreed by each partner agency/ sub partnership, or organisation) for the following:

Organisation	Representative(s)
City of York Council	Three Members (nominated at Full Council) plus the Chief Executive
North Yorkshire Police	Chief Constable
NHS North Yorkshire and York	Chief Executive
North Yorkshire Fire and Rescue Service	Chief Fire Officer
York Council for Voluntary Service	Chief Executive
University of York	Vice Chancellor
Higher York	Chair
Leeds, York and North Yorkshire Chamber of Commerce	Chief Executive
Jobcentre Plus	District Manager
Inclusive York Forum	Chair or nominated representative
Learning City York	Chair or nominated representative
Safer York Partnership	Chair or nominated representative
York Economic Partnership	Chair or nominated representative
York Environment Partnership	Chair or nominated representative
York@Large	Chair or nominated representative
YorOK	Chair or nominated representative
York Racial Equality Network	Chair or nominated representative

From time to time the membership of the Partnership can be reviewed. The Partnership will consider and approve, or reject by majority vote, requests to join Without Walls. New partners can be added by agreement provided they can make a positive contribution to the achievement of the Strategy for York aims and become active participants in the partnership. Partners also have the power to co-opt up to four individuals for the personal contribution they would bring to the Partnership.

Task and Finish Groups

Without Walls may choose to create time-limited task and finish groups to undertake specific pieces of work that further the overall aims of the Partnership.

Quorum for Meetings

The quorum for Partnership Board meetings shall be 7 members of the Partnership with a minimum of two thirds of the sub partnerships represented and at least one representative from the City of York Council.

Partnership Appointments

The Partnership Board will appoint a Chair and Vice Chair with no more than one of these positions being an Elected Member of CYC. Normally term of office will be for a period of no more than 4 years, to coincide with municipal elections. In exceptional circumstances appointment to office will be made before this period has expired.

Appointments are made through nomination and show of hands at the first meeting following local elections.

Frequency of Meetings

The Partnership will normally meet four times per year

Decision Making

Decisions will normally be made by consensus but on occasion, when deemed necessary by the Chair, to take a formal vote Partnership members shall ordinarily decide by show of hands. At the request of any Partnership member the names of those voting and how they voted will be recorded.

In the event of a tied vote the Chair, or Vice Chair in the Chair's absence, shall have a casting vote in order to reach a decision.

Conflict Resolution

The Partnership through its overarching role will normally act as arbiter in instances where conflict has arisen between partners in whatever role they perform related to the work of Without Walls, and its decision shall be final.

In the event of conflict within the Partnership, the Chair, or Vice Chair in the Chair's absence, shall act as arbiter and his/her decision will be final.

Secretariat Support to the LSP

Support to the Without Walls Partnership is provided through Council officers and is funded by the Council. No other funding is currently provided by partners.

Contributions from other partners may be sought to fund specific events or commission work.

Code of Conduct

Without Walls is not a statutory public body, however the code of conduct introduced by the Committee for Standards in Public Life (Nolan) sets standards to which partners should conform. These seven principles of public life, applied to the Partnership, are:

- Selflessness – partners should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- Integrity – partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their Partnership role.
- Objectivity - in carrying out Without Walls business partners should always make choices on merit.
- Accountability - partners are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role within the Partnership.
- Openness – partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- Honesty - partners have a duty to declare any private interests relating to their role within the Partnership and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership - partners should promote and support these principles by leadership and example.

These principles are reflected in the City of York Council's Code of Conduct. The Code for the Partnership is based on the CYC Code with amendments to more accurately reflect the purpose of the Partnership and Without Walls Partners should agree to abide by the Code. Annex B details the Code.

Accountability

Accountability within the Partnership is complex and all representatives should understand how they are accountable.

- All members of Without Walls, including members of themed partnerships, should report back to their own organisations or partnerships about the work of the Partnership and the impact on that organisation.
- Council Members, as democratically elected representatives, have an obligation to formally report back to the Council.
- Members of the Partnership will be obliged to attend Scrutiny meetings on any relevant subject, on request.
- Partners will be accountable to each other in the delivery of priorities, especially those included in the City Action Plan.
- The partnership is accountable to the citizens of York.

- Financial accountability for Partnership funded activities will be through the Council.
- Public accountability will also be exercised through Elected Members' community leadership role.

Partnership accountabilities are more about ways of working together and achieving more than would have been possible individually for the overall benefit of citizens. Any statutory responsibilities and accountabilities held by partners will take precedence over partnership accountabilities.

Communication and Publicity

All meetings of the Without Walls Partnership are open to the public as observers (without voting rights) and agenda, papers and minutes of meetings will be available on the Without Walls website (subject to confidentiality). Agenda items deemed as sensitive (e.g. information of a personal or commercial nature) will be discussed in private at the end of the meeting.

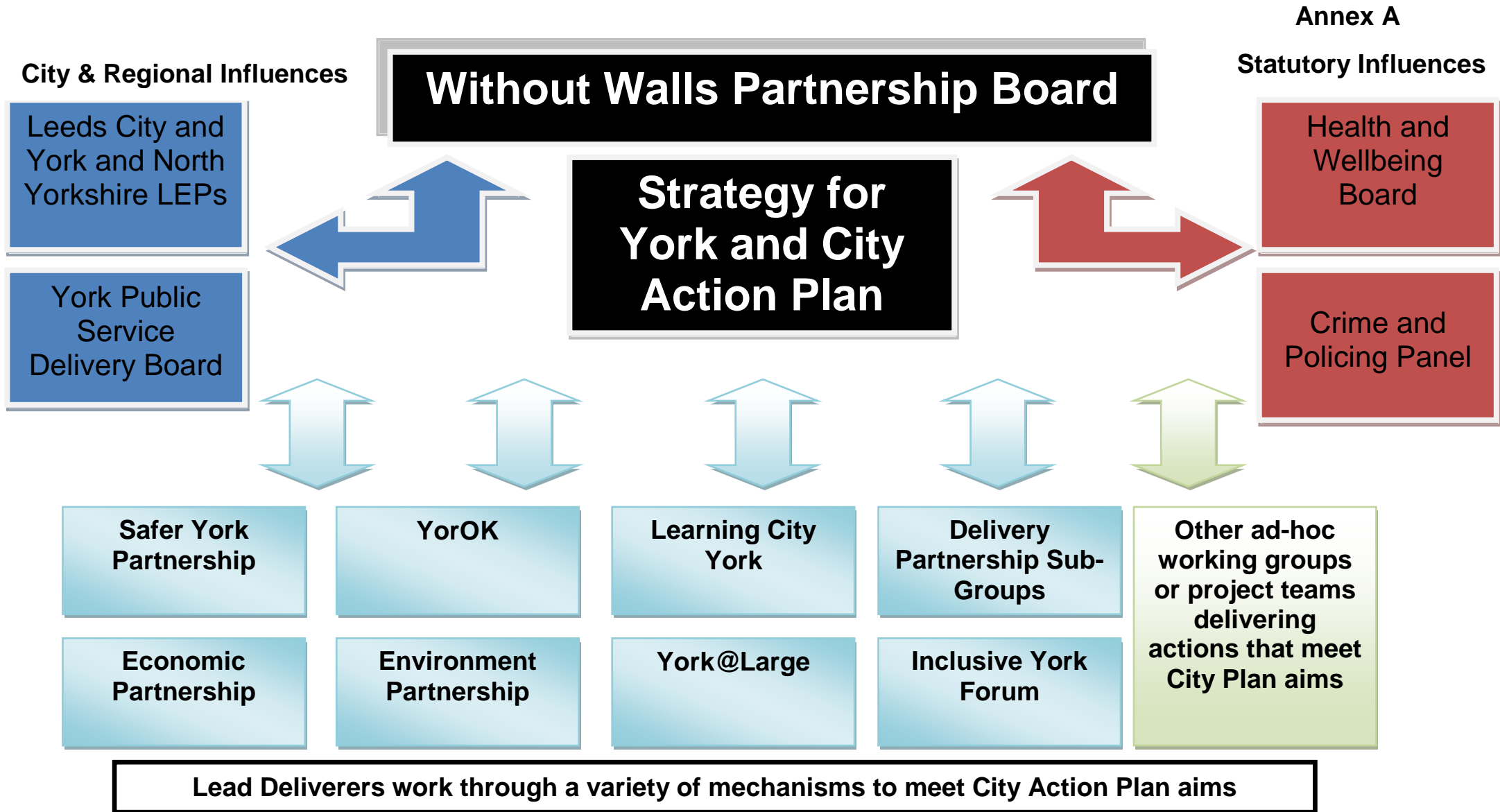
There will be an open access period at the beginning of the meeting when members of the public can register to speak regarding an agenda item due to be discussed. This will involve 15 minutes question time, limited to three minutes per person.

The Chair of the Without Walls Partnership is the official spokesperson of the Partnership. Any press releases will be made through the Council's Communications Team and where appropriate, cascaded through partner organisation own channels.

Other Partners may act as spokesperson for specific issues for instance activities related to a theme partnership.

Positive publicity about Without Walls and its work is welcomed and should be made through the Without Walls Chair on an informal basis and communicated to all other partners.

Without Walls Structure



Code of Conduct

Part 1

General Provisions

Scope

1 A Partner must:

- (1) observe the Without Walls Code of Conduct whenever he or she:-
 - a. conducts the business of the Partnership;
 - b. conducts the business of the office of the Partnership to which he or she has been elected or appointed; or
 - c. acts as a representative of the Partnership,

and references to a Partners official capacity shall be constructed accordingly.

(2) The Without Walls Code of Conduct shall not, apart from paragraphs 4 and 5 (a) below, have effect in relation to the activities of a Partner undertaken other than in an official capacity as defined in paragraph 1 (1) above.

- (3) Where a Partner acts as a representative of Without Walls –
 - a. on another relevant authority, he must, when acting for that other authority, comply with that other authority's code of conduct; or
 - b. on any other body, he must, when acting for that other body, comply with the Partnership's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

General Obligations

2 A Partner must -

- a. promote equality by not discriminating unlawfully against any person;
- b. treat others with respect
- c. not do anything which comprises or which is likely to compromise the impartiality of those who work for, or on behalf of, the Partnership.

3 A Partner must not -

- a. disclose information given to him in confidence by anyone, or information acquired which he believes is of a confidential nature, without the consent of a person authorised to give it, or unless he is required by law to do so; nor

- b. prevent another person from gaining access to information to which that person is entitled by law
- 4 A Partner must not in his or her official capacity, or any other circumstance, conduct himself in a manner that could reasonably be regarded as bringing the Partnership into disrepute.
- 5 A Partner -
- a. must not in his or her official capacity, or any other circumstance, use his position improperly to confer on or secure for himself or herself or any other person, an advantage or disadvantage; and
 - b. must, when using or authorising the use by others of Partnership resources act in accordance with Partnership requirements.

Part 2 Interests

Disclosure of Personal Interests

- 6 (1) A Partner with a personal interest in a matter who attends a meeting of Without Walls at which the matter is considered must disclose to the meeting the existence and nature of the interest at the commencement of that consideration, or when the interest becomes apparent.

Personal Interests

- 7 (1) A Partner must regard himself as having a personal interest in any matter if a decision upon it might reasonably be regarded as affecting to a greater extent than other Council tax payers, ratepayers or inhabitants of the York area, the well-being or financial position of himself, a relative or a friend or -
- a. any employment or business carried on by such persons;
 - b. any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
 - c. any corporate body in which such persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000.
- (2) In this paragraph –
- a. “relative” means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the proceeding persons; and
 - b. “partner” in sub-paragraph 2(a) above means a couple who live together.

Prejudicial Interests

8 (1) Subject to sub-paragraph (2) below, a Partner with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Partner's judgement of the public interest.

(2) A Partner may regard himself as not having a prejudicial interest in a matter if that matter relates to -

- a. another relevant authority of which he is a Member;
- b. another public authority in which he holds a position of general control or management;
- c. a body to which he has been appointed or nominated by the Partnership as its representative.

Participation in Relation to Disclosed Interest

9 (1) A Partner with a prejudicial interest in any matter must -

- a. withdraw from the room or chamber where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he has obtained a dispensation from the Partnership Chair or Vice Chair;
- b. not exercise decision making functions in relation to that matter; and
- c. not seek improperly to influence a decision about that matter; and

10 For the purpose of this Part, "meeting" means any meeting of -

- a. the Without Walls Partnership;
- b. the Executive Delivery Board; or
- c. any of the Partnership's ad-hoc Working Groups.