



Agenda

Meeting: Executive

Members: Councillors Carl Les (Chairman), Gareth Dadd, Derek Bastiman, Michael Harrison, Simon Myers, Janet Sanderson, David Chance, Keane Duncan, Greg White and Annabel Wilkinson.

Date: Tuesday, 12th March 2024

Time: 11.00 am

Venue: The Grand Meeting Room, County Hall, Northallerton, DL7 8AD

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. Please contact the Democratic Services Officer whose contact details are below if you would like to find out more.

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Business

1. **Apologies for Absence**

2. **Minutes of the Meeting held on 20 February 2024** (Pages 3 - 8)

3. **Declarations of Interest**

4. **Public Participation**

Members of the public may ask questions or make statements at this meeting if they have given notice to Melanie Carr of Democratic and Scrutiny Services and supplied the text (contact details below) by midday on Thursday 7 March 2024, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);

- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Leader who will instruct anyone who may be taking a recording to cease while you speak.

**5. Harrogate Convention Centre Redevelopment (Pages 9 - 30)
Recommendations**

The Executive is asked to:

- i) Note the outcome of the final tendered price and programme for phase 1 of the redevelopment project for HCC.
- ii) Agree not to progress with the £57m construction contract for phase 1 improvements noting that by not accepting this contract this is not an end to investment in HCC.
- iii) To await the outcome of the SMT and options appraisal in Spring 2024.
- iv) Subsequently re-appraise the options noting the importance that the HCC site has on the economic GVA for Harrogate whilst being mindful upon the impact on the public purse and providing best value to the NY taxpayer.
- v) Pending the outcome of (iii) and (iv) above, to consider a planned improvement programme for HCC concentrating upon essential, timely building requirements with a commercial approach to future working.
- vi) Continue to establish, monitor, and manage asset risk until a longer-term solution is agreed.

6. Forward Plan (Pages 31 - 46)

7. Any Other Items

Any other items which the Leader agrees should be considered as a matter of urgency because of special circumstances

8. Date of Next Meeting - 19 March 2024

Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.

Contact Details:

Enquiries relating to this agenda please contact Melanie Carr, Senior Scrutiny Officer

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Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
Northallerton

4 March 2024

North Yorkshire Council

Executive

Minutes of the meeting held on Tuesday, 20th February 2024 commencing at 11.05 am.

Councillor Carl Les in the Chair. plus Councillors Gareth Dadd, Derek Bastiman, Michael Harrison, Simon Myers, Janet Sanderson, David Chance, Keane Duncan, Greg White and Annabel Wilkinson.

In attendance: Councillors Alyson Baker, Barbara Brodigan, Caroline Dickinson, Andrew Lee, Karin Sedgwick, David Staveley, Paul Haslam, George Jabbour, Cliff Lunn and Heather Phillips.

Officers present: Karl Battersby, Stuart Carlton, Gary Fielding, Richard Flinton, Nic Harne, Barry Khan, Richard Webb, Will Boardman, Steve Wilson, Tony Law, Melanie Carr, Daniel Harry and Laura Wilson.

Apologies: Councillor Andrew Williams

Copies of all documents considered are in the Minute Book

399 Apologies for Absence

Apologies were received from Councillor Andrew Williams

400 Minutes of the Meeting held on 6 February 2024

Resolved –

That the public Minutes of the meeting held on 6 February 2024, having been printed and circulated, be taken as read and confirmed by the Chairman as a correct record.

401 Declarations of Interest

In regard to Agenda item 5, Councillor Michael Harrison declared a pecuniary interest, as an employee of one of the organisations listed in Treasury Management Appendix B. He confirmed he had a dispensation from the Standards Committee enabling him to remain in the meeting and vote.

402 Public Participation

There were no public questions or statements.

403 Q3 Performance Monitoring and Budget Report

Considered: A joint report of the Chief Executive and Corporate Director - Strategic Resources, bringing together key aspects of the County Council's performance on a quarterly basis.

Councillor David Chance introduced the Quarter 3 performance monitoring and budget

report, confirming it provided an overview on all of the ambitions of the County Council but with a key focus on the council plan ambition for 'Every child and young person has the best possible start in life'.

He went on to summarise the performance update which covered the services previously provided by the former County Council and those transferred from the District and Borough Councils and drew attention to the progress made in converging those services and systems.

He noted the purpose of the new office of Local Government (OFLOG) was to monitor local authority performance and reviewing productivity and drew attention to the work underway to revise the Council's performance framework to meet the changing needs of the Council and the new requirements of OFLOG. He went on note:

- The pressure in HAS from hospital discharges and reduced assessor capacity in frontline teams;
- An increase in front door contacts and an increase in referrals for Children's Services;
- A slight drop in the public's satisfaction in the county's Highways network, compared to a larger recorded drop in satisfaction nationally, moving the Council in to the top quartile;
- A significant drop in waste to landfill compared to Quarter 1;

In regard to his own portfolio area, he confirmed

- An increase in apprenticeships with 50 new starters in Quarter 3;
- An increase in applications for Local Assistance funding, with 91% of applications being approved;
- An increase in the accessing of healthcare by the Gypsy, Roma and Traveller communities

In response to questions to Executive Members from Scrutiny Members, the following was confirmed:

- Occupancy rates in Care Homes across the county was currently around 90-95%. The main reasons for care home closure were workforce recruitment or quality related;
- Across the county the uptake of the MMR vaccine was above the national average but still below the target set by the Authority, and interventions were in place in identified hotspots;
- C&F assessments remained high, and well within the variance expected compared to recent years;
- Schools were still re-setting behaviour post pandemic and so the increase in suspensions and permanent exclusions was not unexpected at this stage. There was no evidence to suggest that staff shortages or any other factors were affecting the figures and the County's position was not out of kilter with the rest of the country. The situation was being monitored and a gradual improvement was expected;
- The maintenance window at the Allerton Park facility had been extended from every 6 months to 9 months to help reduce the reliance on landfill. Yorwaste were also looking for alternative tipping points;
- Different ways of alerting residents of potential delays to kerbside waste and recycling collections were being examined, and a Member Working Group was looking at good local practice and the lessons learnt by the former District & Borough Councils;
- Whilst there had been a slight drop in public satisfaction, evidence showed a year on year improvement in the condition of the County's road network across all road categories.
- There had also been some recent changes made to the Highways Safety Inspection

Manual to reflect the need for treating defects at an earlier stage on popular cycling routes;

- There had been an unprecedented increase in reported street lighting faults due to recent weather conditions, and some took longer to address as they required traffic management to carry out the repairs;
- There had been an increase in the number on the housing waiting lists and in temporary accommodation in Quarter 3.
- To inform the narrative around planning decisions it was suggested the data should be split between committee decisions and officer decisions;
- Auto library enrolment for children had previously been considered but not pursued due to issues around parental consent and GDPR. Instead new parents were being asked if they wanted to enrol their child in the Library Service at the same time as registering their birth;
- In the main, leisure facility memberships were holding steady across the county - the recorded increase in memberships was thought to be due to the reopening of Harrogate & Knaresborough Leisure Centre;
- Intelligence gathering on national and global trends was a constant for the Council in order to proactively prepare for and mitigate against changing requirements;

Revenue Budget, Treasury Management & Capital Plan

Councillor Gareth Dadd introduced each section of the report. In regard to Revenue, he confirmed there had been little change since the last quarter's report and noted the Council's medium term financial strategy was to be considered in depth at the coming meeting of full Council. And, whilst welcoming the £4m underspend, he acknowledged that still required a call on reserves of £26m for the year. He also drew attention to the £8m overspend in Children's Services and HAS which had largely been offset by a \$10m underspend in Central Services, attributed to a drop in utility costs and interest earned on cash balances.

Attention was also drawn to the proposed carry forward of £50K economic development pot given to each Area Constituency Committee, for one year only pending a review of that Scheme, and to the detail provided on the Housing Revenue Account.

In regard to the Capital Plan, attention was drawn to the proposed allocation of capital funding of £795k from the Supply Chain Reserve to progress the replacement of Scarborough Lighthouse and Roundhead Piles (£543k) and in order to complete the design works for Whitby West Pier Lighthouse (£252k) in order to be in a position to bid for external funding for the delivery of both schemes.

Having considered the report and the information provided at the meeting, Executive Members were referred to the recommendations in the report, and it was

Resolved – That:

- a) The forecast outturn position against the 2023/24 Revenue Budget, as summarised in paragraph 2.2.2. be noted
- b) The forecast outturn position for the Housing Revenue Account as set out in paragraph 2.3.1. be noted
- c) The carry-forward of any unallocated sums for each of the Area Constituency Committees into 2024/25 for one-year only as set out in paragraph 2.6.1. be approved
- d) Funding of £795k for design work on the Harbours from the Supply Chain reserve as per paragraph 2.7.1 be approved
- e) The position on the Council's Treasury Management activities during the third quarter of 2023/24 be noted
- f) The report be referred to the Audit Committee for their consideration as part of the

overall monitoring arrangements for Treasury Management.

- g) The updated Q3 2023/24 Capital Plan be noted; and
- h) The allocation of capital funding of £795k from the Supply Chain Reserve be approved to progress Scarborough Lighthouse and Roundhead Piles replacement (£543k) and Whitby West Pier Lighthouse (£252k) in order to complete the design works to be in a position to bid for external funding for the actual delivery of both schemes.

404 Adoption of the Statement of Community Involvement

Considered – A report of the Corporate Director of Community Development seeking the adoption of the Statement of Community Involvement as the basis for consultation and community engagement in the preparation of the North Yorkshire Local Plan, other relevant planning policy documents and the consideration of planning applications.

Councillor Derek Bastiman introduced the report and provided an overview of the purpose of the Statement. He noted the consultation undertaken on the draft SCI and the consideration given to the feedback on how best to engage the public on planning matters etc.

Executive Members welcomed the report, and it was

Resolved – That:

- i. The modifications to the consultation draft Statement of Community Involvement document as detailed in paragraph 4.3 of the report be accepted;
- ii. The Statement of Community Involvement as set out at Appendix A to the report be adopted for the purposes of engagement on, amongst other matters, the preparation of the North Yorkshire Local Plan, neighbourhood plans and the determination of planning applications;
- iii. Authority be delegated to the Executive Member for Open to Business in consultation with the Corporate Director of Community Development to approve and adopt any future amendments to, or replacement of, the Statement of Community Involvement.

405 Area Constituency Committee Feedback Report

Considered – A report of the Assistant Chief Executive (Legal & Democratic Services) providing an overview of the key issues considered at a recent meetings of the Area Constituency Committees.

Councillor David Chance introduced the report and drew specific attention to paragraph 2.2 and the proposal to develop a civic honours type scheme for the Council, and through that Scheme to recognise the achievements of Rachel Daly.

In light of recent reported events Councillor Gareth Dadd suggested the Executive may wish to ask the Harrogate & Knaresborough Area Constituency Committee to consider the appropriateness of having the current Chair remain in post.

Resolved – That:

- i. The report be noted.
- ii. Officers consider the proposal to introduce a Civic Honours Scheme and report back to Executive within 6 months;

- iii. In light of recent reported events, the Harrogate & Knaresborough Area Constituency Committee be asked to consider re-appointing to the post of Chair;

406 Forward Plan

Considered –

The Forward Plan for the period 12 February 2024 to 28 February 2025 was presented.

Resolved - That the Forward Plan be noted.

407 Date of Next Meeting - 12 March 2024

The meeting concluded at 11.58 am.

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North Yorkshire Council

Executive

12 March 2024

Harrogate Convention Centre Redevelopment Project

Report of the Corporate Director of Resources

1.0 PURPOSE OF REPORT

- 1.1 To update Members on the outcome of the final tendered price and programme for phase 1 of the redevelopment project for Harrogate Convention Centre (HCC).
- 1.2 To note that the final tendered price (£57m) is only reserved until 28 March 2024 and therefore;
 - a) Seek a decision from Members whether or not to accept this contract price and subsequently enter into contract for the works; and
 - b) Note that, should Members decide not to enter into this contract, this is not an end of HCC nor an end to any further investment in the venue, but rather an opportunity to consider alternative options and timescales for HCC's redevelopment.

2.0 SUMMARY

- 2.1 Harrogate Convention Centre (HCC) is an extraordinary multi-purpose venue in the heart of Harrogate that hosts various conferences, corporate events, trade and consumer exhibitions, as well as banquets and entertainment.
- 2.2 The Centre is integral to the visitor economy of Harrogate and the wider region with a gross economic impact (GEI) estimated to be c.£45m per annum, with specific local benefits to jobs, shops, cafés, restaurants, hotels and bars.
- 2.3 The council is keen to retain the economic benefits of HCC but faces some complex challenges including an annual operating subsidy of c.£2.7m, substantial capital investment and significant carbon emissions.
- 2.4 Harrogate Borough Council commenced the redevelopment project back in 2016 following a decline in income, now operating at a subsidy, and the need for significant capital investment into the ageing building.
- 2.5 The project initially scoped out two phases; the first being to refurbish the conference centre side of the site, to include the provision of breakout rooms that align with the Auditorium's capacity, improve internal access, enhance the appearance of the building and repair/replace the necessary mechanical, electrical and plumbing (MEP); the second phase sought to replace the existing exhibition halls with a new multi-purpose event space. The initial feasibility cost estimate for both phases was c.£47m.
- 2.6 KPMG were appointed to undertake a draft full business case to support the need for investment. The initial cost estimate was increased to £48.6m for phase 1 alone and, due to complexities and cost, phase 2 was deferred.

- 2.7 Arcadis and BAM Construction were appointed to act as project consultants and to provide a design, price and programme, to culminate in one costed works package for the whole of the phase 1 project.
- 2.8 Harrogate Borough Council applied to the Government's Levelling Up Fund (LUF) for £20m external funding support towards this project. The application was unsuccessful, increasing the pressure on the affordability of the project.
- 2.9 Throughout the project pricing and design stage, Officers received regular updates and price notifications for the revised project costs. With escalating costs, the internal Project Team agreed to undertake a soft market testing exercise for HCC. The aim of this exercise is to test the marketplace with options for the venue whilst preserving the economic benefits and the public purse. This exercise is ongoing and will also assess future options for HCC.
- 2.10 The final costed designs and programme for phase 1 works have now been received. These total £57.2m, an increase of £8.6m from the figure used in the draft full business case. The council has until 28 March to accept this firm price contract.
- 2.11 The construction programme is proposed to be spread over three years so as to limit disruption. However, this is a significant concern for the Director of HCC. Parts of the venue will have to be closed for significant periods of time during the suggested programme of works, thus impacting upon operations and events, causing unbudgeted disruption costs and concerns over the longer-term rebooking of seasonal events, that may never return.
- 2.12 Based upon the facts that the construction price estimate has increased, applications for external funding have not been successful and the assumptions in the draft business case are already out of date (in particular, interest rates and the cost of borrowing and energy costs), the Project Team declined to spend a further significant sum on revising the business case, but rather await the outcome of the soft market testing exercise. Officers do not support entering into contract for the £57m works to HCC but acknowledge the need for future investment.

3.0 BACKGROUND

3.1 Harrogate Convention Centre

- 3.1.1 Harrogate Convention Centre is an extraordinary multi-purpose venue, in the heart of Harrogate, that hosts a significant programme of trade exhibitions (45%), association conferences (19%), special events (16%), public sector events (12%), corporate events (7%) and banquets (1%).
- 3.1.2 The majority of the HCC estate was built in 1980 with the full venue site consisting of a 1,977 capacity auditorium, eight multi-purpose spaces (14,000 gross sqm in total) and additional event spaces, including the stunning Edwardian Royal Hall, which has a capacity of 988 delegates theatre style.
- 3.1.3 The mission of the venue is, "To deliver high quality conferences, exhibitions and events that bring maximum economic impact and prosperity for the residents and businesses in the region".

3.2 Economic Position

- 3.2.1 HCC is integral to the visitor economy in Harrogate and the wider region, with a previously estimated Gross Economic Impact (GEI) of at least £30m per year (using the Visit Britain formula 2017). Adjusted for inflation using the Bank of England calculator, the economic

impact of HCC is now estimated to be c.£45m per annum. Currently, over 150,000 individual visitors are attracted to HCC each year. In 2023/24 this is expected to equate to c.257,000 multiday visits. The venue plays a vital catalytic role for local leisure, retail, accommodation and hospitality sectors.

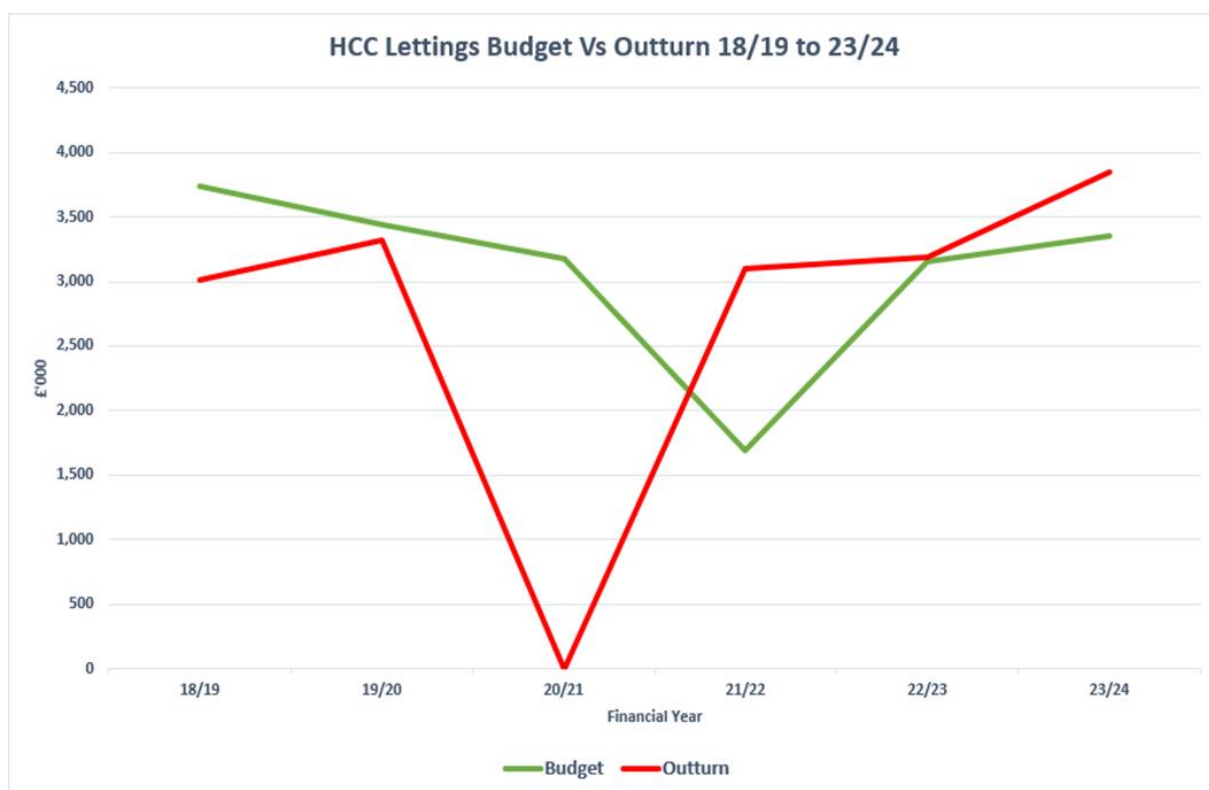
- 3.2.2 The venue and the town are intrinsically linked in economic performance as HCC provides significant employment; at the venue itself, within its local and regional supply chain and in the wider visitor economy of North Yorkshire and beyond. With approximately 500 businesses in the hospitality sector, HCC supports over 7,000 jobs across the former Harrogate district. Supply chain benefits extend across North Yorkshire with almost 40% of suppliers in 2019/20 coming from the North Yorkshire and York area.
- 3.2.3 HCC is also pivotal in ensuring the area remains busy outside the peak leisure tourism season which is predominantly summer and school holidays. By contrast, the business events industry's peak periods are spring and autumn, and in HCC's case, two of its largest trade exhibitions are in January, when most other venues are empty. Moreover, many leisure visits are short breaks over weekends, whereas business events mainly run on weekdays. HCC have calculated that, for every £1 spent at HCC, £6 is spent in the town and local region.
- 3.2.4 It is also important to note that many business visitors will later become leisure visitors. According to the 2017 Business Event Research on 'Delegate Spend and Trip Extensions' by Visit Britain, 88% of delegates who visited Harrogate said they were "very likely" or "fairly likely" to return on holiday or short break. Harrogate ranks first in the UK in this category which will have a significant positive impact on visitor numbers to the wider region too.

3.3 Venue Performance

- 3.3.1 Whilst lettings have largely been in decline since 2006 as a result of increased competition, the impact of the 2008 recession, and aging facilities, HCC has enjoyed a resurgence post-Covid with an increase in lettings.
- 3.3.2 Implementation of a new management team and commercial strategy as well as investment in minor cosmetic improvements to customer spaces has enabled this growth. The upturn in HCC's performance is also set to continue to rise in 2024/25.

3.4 Financial Performance

- 3.4.1 HCC currently requires an annual operating subsidy. This is budgeted to be £2.7m for 2023/24, though is forecast to be lower due to reducing energy costs.
- 3.4.2 Whilst lettings revenue has largely been in decline since 2006, as shown in the graph below, income has increased post-Covid and lettings are expected to reach close to £4m in 2023/24. HCC has increased lettings income by 28% since 2018/19 (excl. Covid) and this upturn in revenue performance is set to continue to rise in 2024/25.



3.4.3 The table below shows the change in income and expenditure since 2018/19:

Income and Expenditure	2018/19 Actual £000	2019/20 Actual £000	2020/21 Actual (Covid) £000	2021/22 Actual (part Covid) £000	2022/23 Actual £000	2023/24 Budget £000
Income	4,609	5,220	3,074	3,691	5,154	6,612
Expenditure						
Employees	2,903	2,898	1,926	2,214	2,831	3,617
Supplies & Services	1,307	1,326	769	1,060	1,324	1,959
Premises	1,188	1,258	1,673	1,401	2,420	2,727*
Total	5,398	5,428	4,404	4,675	6,575	8,304
Operational Loss	789	262	1,330	984	1,421	1,691
Lifecycle Costs	999	568	906	1,115	1,206	1,000
Net Loss	1,788	830	2,236	2,099	1,889	2,691

* Based on provisional utility estimates of £2.3m. The latest forecast outturn is £2.0m

3.4.4 Further commercial opportunities are also being explored for HCC to reduce the annual subsidy.

3.4.5 However, even with the improved sales strategy, inefficient MEP and failing facilities hamper the venues' ability to become cost-neutral. This has been further compounded recently by the energy crisis.

3.5 Carbon Consumption

3.5.1 HCC is a major contributor to the council's total carbon emissions. Based on calculations prepared for the Public Sector Decarbonisation Scheme (PSDS) bid in January 2021, it is estimated that HCC has a Carbon Footprint of 2007 CO₂ tonnes per year.

3.5.2 HCC's MEP systems have received little significant investment over their 40-year life and are generally approaching or already beyond technological obsolescence, resulting in excessive

energy consumption, much reactive 'fire-fighting' repair and high costs to maintain the asset and serve events.

3.6 Redevelopment Project

3.6.1 It is recognised that HCC is experiencing some considerable challenges, which can be defined as follows:

- a) The condition of the asset is declining, particularly the heating and air-conditioning, resulting in an adverse impact on events at the venue. A continuation of this decline, without upgrade and mitigation measures being implemented, could have significant consequences on the continued operation of the venue. Its declining condition will increasingly compromise the safety and compliance of the asset.
- b) The current operating costs, as a result of legacy maintenance challenges and the recent significant rise in utility costs, makes a venue of this scale expensive to run and maintain.
- c) The current design and layout of the premises presents challenges in attracting some larger scale conferences and other events and leads to some areas of the venue being underutilised. For example, it does not provide sufficient breakout spaces to attract conferences of over 1,000 delegates (and yet the auditorium has a capacity of 1,977), the location of breakout spaces is not ideal and there are concerns with visitor accessibility. HCC estimates that it currently turns away enquiries worth c.£1m each year due to the lack of sufficient breakout rooms. This is of significant concern as HCC competes within a very competitive sector with several new and upgraded venues emerging across the UK.
- d) HCC is one of the biggest contributors to total carbon emissions in the region, which poses challenges to the council's aspiration to achieve net carbon neutrality by 2030.

3.6.2 Harrogate Borough Council had been working on a redevelopment project for HCC for a number of years and an initial outline business case was prepared in 2018. The project initially scoped out two phases; the first being to refurbish the conference centre side of the site, to include the provision of breakout rooms that align with the auditorium's capacity, improving internal access, enhancing the appearance of the building and repairing/replacing the necessary mechanical, electrical and plumbing (MEP); the second phase sought to replace the existing exhibition halls with a new multi-purpose event space. The initial feasibility cost estimate (RIBA 0) for both phases 1 and 2 was £47m.

3.6.3 The council appointed a Design Team, led by Arcadis, to provide project management, design, contract administration and supervision of phase 1 of the project. The initial cost estimate was increased to £48.6m for phase 1 alone (RIBA 3) and, due to complexities and cost, phase 2 was deferred.

3.6.4 KPMG were brought on board to support the council in the development of a Green Book Compliant draft full business case for phase 1 to support the investment decision.

3.6.5 BAM Construction were subsequently appointed in January 2023 to develop the design, price and programme for phase 1 up to the end of RIBA stage 4. Upon the completion of this work a report was to be brought back to the executive detailing the cost of phase 1 and the final Full Business Case to enable a decision whether or not to instruct BAM to proceed with any construction works

3.7 The Case for Change

3.7.1 The strategic case for change for investment in HCC is underpinned by a number of key issues, namely:

- **Protect & grow the economic impact HCC drives to the region:** investment will support HCC to attract and deliver incremental events that generate higher revenues and economic impact to Harrogate and the surrounding region.
- **Reduce the current operating subsidy:** via investment in MEP.
- **Service reliability and the costs of service failure:** The decreasing reliability of HCC's assets and infrastructure has affected its ability to host events, resulting in a negative financial and reputational impact. Investment in MEP will improve the reliability of service to customers and reduce the financial costs of poor asset reliability and client compensation events.
- **Environmental performance:** HCC is a major contributor to the council's total carbon emissions. Investment will reduce the CO2 emissions footprint of HCC to support the council's aspiration to achieve net carbon neutrality by 2030.
- **Equality of access:** there are several barriers to equitable access that mean that HCC can only just meet modern accessibility compliance requirements. The redevelopment project seeks to ensure mobility impaired workers and visitors have equitable access to HCC and to improve the visitor experience.

3.8 Draft Full Business Case

3.8.1 A Green Book (HM Treasury) compliant draft Full Business Case (FBC) was completed by KPMG in Summer 2022 to support an investment decision by the council. This was based on the RIBA 3 costs for phase 1, which were then estimated to be £48.6m.

3.8.2 The draft FBC concluded that:

- HCC is a keystone of Harrogate's visitor economy and there is a strong case for change (as outlined in 3.7 above);
- HCC has a significant economic impact on Harrogate and the wider region which will improve with investment;
- The phase 1 works result in HCC generating an annual net profit. The project is financially positive and has a positive Present Value of Benefit (PVB) and as such, presents "very high" value for money.
- 'Do nothing' is not a viable option as this would require additional levels of annual subsidy with a predicted decline in income levels and increased costs such as repairs and maintenance.

3.8.3 The draft FBC assumed that the investment would increase income levels, reduce operating costs, and even after adding the borrowing and MRP costs, this would be less than the current level of subsidy.

3.8.4 It had been the intention that, once final design and firm costs had been established at the end of RIBA 4, KPMG would update the draft FBC. However, there have been a number of significant changes over the past 18 months that would also need to be reflected in a final FBC to ensure that it is fully updated and Green Book compliant. Some of these would have required extensive re-working of the business case and underlying analysis. KPMG indicated that a significant budget would be required to fully cover all of the updates. Given the failed LUF bid, the rising construction costs of the project, increasing interest rates and the potential for a decision not to proceed with the current project due to affordability, the Project Team made the decision not to update the draft FBC at this time.

4 ASSESSMENT

4.1 Contract Price

4.1.1 BAM have now submitted a firm price and programme for phase 1 works. The construction cost is £49,695,498 and the total project cost, which includes preliminaries, fees, contingencies and inflation (provided by Arcadis) is £57,248,677. This represents an increase of over £8.6m on the figures previously used by KPMG in the draft FBC.

4.1.2 The proposal involves a three year works contract, extended in an attempt to minimise operational disruption.

4.2 Operational Update

4.2.1 It is important to note that the project costs exclude operating disruption costs which are likely to be considerable. The original intention was that the scheme must ensure that HCC remain open with minimal disruption, yet, due to the complexity of the work, the interdependencies and the timescales, the costed works for phase 1 are programmed to last for three years and would entail shutting large sections of the venue for up to 15 months at a time. HCC currently has over £14m of forward bookings, and this income would be at significant risk if parts of the venue were to close. Current customers would be lost (possibly for good) and attracting new business would be challenging during the works.

4.2.2 Whilst there is a real need for investment, the HCC Management Team are keen to explore other more affordable options and to avoid shutting large parts of the venue for significant periods.

4.2.3 One possibility could be to prioritise the creation of much-needed break-out spaces which are expected to attract significant additional income each year. This would involve a more modest injection of capital up front to pivot the business, with a view to phasing the MEP replacement over a longer period and thereby reduce/manage operational disruption.

4.2.4 A longer-term plan to address the declining condition of the asset is still necessary. Without upgrade and mitigation measures to address the MEP, there will continue to be significant consequences on the continued operation of the venue.

4.2.5 It is noted that the contracts with BAM and Arcadis contain a wide copyright licence for the council to use the designs and documents which have been produced by the contractor if the redevelopment is taken forward in a different way, and that the investment to date will therefore not be lost.

4.3 Financial Update

4.3.1 Following the decision not to commission KPMG to finalise the business case based on the RIBA 4 price and updated assumptions, a high-level assessment has been undertaken considering the following factors:

- Estimated scheme costs increased by £8m to £57m, with no external grant funding and only £3m funded from Council reserve. The balance funded by external borrowing.
- PWLB borrowing rates increased from assumed 3% to 5.5%, based on current standard loan certainty rate
- Utility costs increased by £0.7m per annum from the assumptions in the business case, based on latest forecasts

The assessment does not reflect any updates in income assumptions, both in terms of income growth over the 40-year period of the business case (currently experiencing an upturn in income without any significant investment compared to the business case assumptions), or in relation to the loss of income whilst the redevelopment takes place, both in the

immediate years and on-going. Assumptions in relation to operating costs, other than utility costs, remain unchanged.

4.3.2 The table below sets out the effect on the 'Do Something' option in the business case of the factors set out above:

	Draft FBC		Revised FBC	
	40-year £m	Average per annum £m	40-year £m	Average per annum £m
Operating Loss/Surplus (-)	-52.0	-1.3	-24.0	-0.6
Lifecycle Costs	23.1	0.6	23.1	0.6
Debt Repayments	64.9	1.6	101.8	2.5
Net Cost to NYC	36.0	0.9	100.9	2.5

4.3.3 The revised FBC reflects a decrease in the 40-year operating surplus of £28.0m from £52.0m to £24.0m; an average per annum reduction of £0.7m (uplift in utility costs) from an operating surplus of £1.3m per annum, on average, to £0.6m per annum.

4.3.4 After lifecycle costs and debt repayment costs (both principal and interest) the 40-year cost to the Council increases by £64.9m from £36.0m to £100.9m; reflecting a further uplift in costs of £36.9m (increase in debt costs associated with a higher capital cost and higher interest rates). On average this equates to a further increase of £0.9m per annum, resulting in an overall cost of £2.5m.

4.3.5 Whereas the draft FBC produced by KPMG identified a significant reduction in the annual operating subsidy provided by the Council following the redevelopment, from the current position of circa £2.7m to £0.9m (£1.6m or 59%), the revised FBC based on this high-level assessment only illustrates a reduction of £0.2m (7%) to £2.5m per annum on average.

4.3.6 The above analysis is based on averages over a 40-year period. Following the investment, the average cost for the first five years is £4.1m per annum, an uplift of £1.4m (52%) on the current operating subsidy.

4.3.7 The draft FBC also sets out the financial case of a 'Do Nothing' scenario. This option would not involve a comprehensive redevelopment of the HCC site. Additional capital investment over a 40-year period would be required to make necessary upgrades to the existing facility to keep it running at a 'status quo position'. Under this scenario, HCC would continue to generate an annual net loss. It is assumed that there would be an annual decline in the number of events (3% per annum), though in practice this trend has not yet materialised. The current operating cost levels are assumed to continue (revised for the uplift in utility costs of £0.7m per annum) and additional annual investment would be required to repair and replace M&E to keep the asset operational. Across the 40-year appraisal period, in nominal terms, the revised 'Do Nothing' option projects a cumulative loss of £278m, which equates to an annual subsidy from the Council of circa £7m on average, though the additional capital investment required to maintain the venue across the 40-year appraisal period (£115m of the £278m) is front loaded.

4.4 Soft Market Testing / Options Appraisal

4.4.1 Given the absence of secured funding, the impact of closing parts of the venue during the works and the increasing construction costs of phase 1 as designed, costed and programmed, consideration needs to be given to alternative delivery options that both protect the impact on the public purse and on the local economy.

- 4.4.2 The council has recently appointed 31ten Consulting Limited (31ten) to help assess the options for the development and operation of HCC. This will involve exploring internal options as well as wider options for the future use and running of the site after engaging with developers and operators. Options may include, but are not limited to, alternative delivery and funding models, partnership working, alternative uses for parts of the site, and asset ownership.
- 4.4.3 Work undertaken to date includes reviewing the current status of HCC in terms of the physical asset and its operation and a comprehensive soft market testing exercise is now being launched with conference centre owners, developers and operators from the public and private sectors as well as interviews with councils that operate similar facilities.
- 4.4.4 The aims of this work are to understand the market's view of the HCC operation, and what can be learned from other enterprises across the country that involve the public sector. In particular this will seek views on:
- The physical asset – is the convention centre the correct use? Is the asset fit for purpose? How should it be updated to maximise its potential?
 - The operating model – should it be operated by the public sector (in house or through a company), in partnership with the private sector or be privately operated?
 - What investment would be the most critical to support HCC's effective operation?
- 4.4.5 Early review of the documentation shows there are a variety of options open to the council, including approaches that can bring in private sector investment and significantly change the operating model, all of which would have a potentially significant influence on what work should be undertaken and at what time. It is therefore 31ten's view that at this stage the phase 1 improvement works should not be progressed.
- 4.4.6 It is recommended that the soft market testing / options exercise is completed before defining a preferred option. This work is due to be completed in March 2024 after which a report will be brought back with a recommended way forward for the redevelopment project.

5.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 5.1 Informal presentations have been given to the Harrogate and Knaresborough Area Constituency Committee (6 February 2024) and at a NYC Members Seminar (7 February 2024). The recommendations, as set out in this report, were largely well received.

6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 **Economic Growth** - The council's emerging Economic Growth Strategy recognises the importance of the business-based visitor economy across North Yorkshire and the key role of HCC. This perspective is strengthened in Harrogate's Destination Management Plan, targeting business and leisure events as priority for the development of the destination. High value tourism is also recognised as a key priority for developing resilient places in the York and North Yorkshire LEP. Appropriate and necessary investment in HCC will support these aims.
- 6.2 **Carbon Reduction** - Investment in HCC will contribute to the council's Climate Change Strategy, as detailed in paragraph 12 below.
- 6.3 **Providing value to the tax payer** - by reducing or eliminating the subsidy to HCC.

7.0 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 **Enter into contract for the works** (not recommended). Whilst entering into the construction contract at a total cost of £57.2m would address many of the challenges currently being faced

by HCC, it is not considered to be affordable and would involve shutting large parts of the venue down for significant periods of time. This would put at risk over £14m of forward bookings, result in the loss of current customers (possibly for good) and make attracting new business extremely difficult.

7.2 **Do not enter into contract and await the outcome of the SMT** (as recommended in this report)

7.3 **Doing nothing** (not recommended). This is not a viable option as it would result in further decline of the building's facilities impacting upon the HCC operation. No investment will result in HCC continuing to generate an annual net loss, and this loss would likely increase. This is primarily due to an anticipated decline in the number of events, continuation of current operating cost levels and additional annual 'reactive' investment to repair and replace MEP as and when it fails, to keep the asset operational and compliant. This would have a detrimental impact on the economic performance of Harrogate and the wider region.

8.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

8.1 Strategic Property

8.1.1 Harrogate Convention Centre is an ageing asset with many mechanical, electrical and plumbing (MEP) systems in need of repair and replacement. Work is required to reconfigure spaces so that the asset better supports the business priorities and to improve the asset so that it provides equality of access to all parts.

8.1.2 HCC is one of the largest Carbon emitters within North Yorkshire and has associated high energy consumption and costs. It is expected that by replacing existing end of life MEP systems with modern, efficient systems that the Carbon footprint of the asset will be significantly reduced.

8.1.3 If this project is not progressed, the building will be subject to further deterioration with an increased risk of operational failure. These risks will be managed as effectively as possible in the short to medium term by careful management and prioritisation of the maintenance / lifetime costs budget. This will ensure the continued safe operation of the venue and compliance with health and safety requirements. In the medium to longer term essential repairs are required to HCC to continue its operation and therefore to do nothing is not an option.

9.0 FINANCIAL IMPLICATIONS

9.1 As set out in the Financial Update at section 4.3, the modelled financial position following the proposed investment has worsened since the FBC was drafted. This reflects the £8m (16%) uplift in the estimated scheme cost from RIBA stage 3 to stage 4 and the consequent additional cost of borrowing, compounded by higher interest rates (previously assumed rates of 3% compared to current rates of circa 5.5%), and that an application for Levelling Up Funding of £20m was not successful. Energy prices have also increased significantly in the intervening period, and this is reflected in the revised position.

9.2 The table at paragraph 4.3.2 sets out the revenue cost to the Council after the proposed investment, both over the 40-year period of the business case and for an average year. On average the annual cost is estimated to be £2.5m, a worsening from the £0.9m in the original business case. This is a marginal improvement on the current subsidy of £2.7m, however would require the significant investment of £57m to achieve.

9.3 Added to this is the risk that the capital cost will escalate through the lifetime of the scheme (as has happened throughout the design phases), resulting in the need for further borrowing

and the added cost of servicing more debt that will have to be met regardless of HCC's future financial performance. This risk stems from rising construction costs generally but also because of the complex nature of the scheme, which involves significant structural interventions and complicated sequencing of work, that has the potential to add to the programme as planned events compromise progression of the scheme, with a resultant cost increase.

- 9.4 The business case is also very sensitive to the level of lettings income delivered by the business and is predicated on growing income as HCC pivots its business to more lucrative conferences. However, the improved financial position following investment, albeit now very marginal, does not reflect the loss of income that will inevitably happen as the capital works are delivered. The proposal is for the works to be delivered over a three-year period to minimise the disruption to the business, however it would still involve shutting large parts of the venue down for significant periods of time. In addition to this loss of income, there is also the risk that events will move to other venues either permanently or for long periods of time, again with a detrimental effect on the financial projections. This is before we factor in the likely increased competition over the appraisal period and the potential loss of business as a consequence.
- 9.5 Taking all the above factors into consideration there is a strong risk that the financial position after the proposed scheme is implemented would be worse than the current position. As set out in paragraph 4.3.6, the business case also suggests that in the first five years following the investment the average annual cost is £4.1m, a 52% uplift on the current operating subsidy. This is clearly unaffordable in the short term given the overall financial position facing the Council.
- 9.6 Paragraph 4.3.7 sets out the business case for a 'Do Nothing' option, modelled on no upfront investment in the HCC venue. This scenario sets out a financial position that is significantly worse than the current position and the redevelopment option, as the business is unable to pivot its business, with the increased risk of operational failure. To do nothing is therefore also not an option, and investment options need to be considered that are affordable in the short term and deliver an improvement in financial performance in the medium to long term, whilst protecting and growing the economic impact HCC drives to the Harrogate area and surrounding region.

10.0 LEGAL IMPLICATIONS

- 10.1 The contract provides for Early Contractor Involvement (ECI) during which period the contractor undertakes the detailed design and submits a firm price to the council for all of the works. After the council has received this information the ECI procedure provides that the council will notify the contractor of its decision as to whether it wishes to proceed with the works by 28 March.
- 10.2 Unless the council instructs the Project Manager to issue a notice to proceed with the works then the works are removed from the Works Information in the contract, meaning that they are not part of the contract for the contractor to carry out and the contract can be terminated by the council. Removing the works and not proceeding with the contract is not a compensation event, entitling the contractor to further sums.
- 10.3 If the contract is terminated, the council must pay the contractor for the activities it has performed in accordance with the contract up to the date of termination. In these circumstances, the contract also acknowledges that the council might seek to re-tender the whole of the works. To enable this, the contracts contain a wide copyright licence for the council to use the designs and documents which have been produced by the contractor if the redevelopment is taken forward in a different way. In addition, the contractor must ensure

that the benefit of any sub-contracts it has with designers are transferred to the council and can be further transferred to any subsequent contractor who builds to those designs.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are several barriers to current equitable access that result in HCC only just being able to meet accessibility compliance requirements. The redevelopment project is seeking to improve standards to ensure mobility impaired workers and visitors have equitable access to HCC and to improve the visitor experience. It is hoped that this can be achieved over the longer-term.

12.0 CLIMATE CHANGE IMPLICATIONS

- 12.1 Investment in HCC will contribute to the council's Climate Change Strategy by helping to ensure that the buildings and events are as energy efficient as possible. The council is committed to reducing its carbon emissions and has an aspiration to achieve net carbon neutrality by 2030, or as near to that date as possible. HCC's MEP systems have received little investment over their 40-year life and are generally approaching or already beyond technological obsolescence, resulting in excessive energy consumption, much reactive 'fire-fighting' repair and high costs to maintain the asset and service events. Investment over the longer-term will ensure that sustainable energy and low carbon technology is embedded in future redevelopment plans.

13.0 PERFORMANCE IMPLICATIONS

- 13.1 Even with HCC's improved sales strategy and the increase in income being achieved as a result, inefficient and failing MEP, lack of breakout spaces and unsatisfactory access continue to hamper the venues' ability to become cost-neutral and grow its economic impact. The redevelopment project seeks to address each of these issues over the longer-term to significantly enhance performance.

14.0 CONCLUSIONS

- 14.1 Investment in HCC is necessary in order to turn around the financial performance of the venue, not only to support the convention centre business itself, but to ensure that it can continue to deliver town centre economic growth and regeneration ambitions and serve as a key driver of the Harrogate and North Yorkshire economy. Investment is also needed to improve the venue's energy efficiency.
- 14.2 The construction costs have continued to rise as the project has developed, with the firm tendered cost for phase 1 now at £57.2m.
- 14.3 No external funding has yet been secured, thus increasing the pressure on the affordability of the project.
- 14.4 Interest rates and costs of borrowing have increased significantly during project development. The draft FBC prepared by KPMG assumed PWLB borrowing rates of 3%, whereas rates are now circa 5.5%. This adds circa £37m in borrowing costs over the 40-year period of the business case. Utility costs have also increased by £0.7m per annum, based on latest forecasts, since the FBC was drafted, though they are forecast to fall.
- 14.5 Phase 1 is currently programmed to last three years and would entail shutting large sections of the venue for up to 15 months at a time. HCC currently has over £14m of forward bookings, and this income would be at significant risk if parts of the venue were to close. Current customers would be lost (possibly for good) and attracting new business would be challenging during the works.

- 14.6 As a result, NYC Finance, HCC Management Team and 31ten have confirmed that they are not supportive of entering into the contract for £57m.
- 14.7 HCC requires investment, but in a phased way that allows the venue to continue operating, and so it is recommended that alternative options are explored. Indeed, the decision not to enter into the current construction contract does not restrict any investment in the future, rather it allows time to consider all options, including feedback from the marketplace, before reassessing the best way to progress.
- 14.8 It should be noted that the contracts with BAM and Arcadis contain a wide copyright licence for the council to use the designs and documents which have been produced by the contractor if the redevelopment is taken forward in a different way, and that the investment to date will not be lost.
- 14.9 Delay in investment does however pose a risk in terms of potential MEP and facility failure so urgent works will need to continue to be managed and prioritised.
- 14.10 A report will be brought back to Executive to report on the outcomes of the soft market testing exercise and options appraisal and to recommend an alternative planned investment programme for HCC.

15.0 REASONS FOR RECOMMENDATIONS

- 15.1 The final costed designs and programme for phase 1 works have now been received and the council has until 28 March to accept this firm price contract.
- 15.2 Officers do not support entering into this contract, largely because:
- a) the project is deemed unaffordable due to the increased construction price estimate, absence of secured external funding, and the fact that the assumptions in the draft business case are already out of date (in particular, interest rates and the cost of borrowing and energy costs);
 - b) large parts of the venue will have to be closed for significant periods of time during the three-year construction programme putting events and future bookings at risk.
- 15.3 However, it is clear that investment in HCC is necessary in order to turn around the financial performance of the venue, improve its energy efficiency and ensure that it can continue to serve as a key driver of the Harrogate and North Yorkshire economy.
- 15.4 A soft market testing exercise is now underway to consider alternative delivery options that both protect the impact on the public purse and on the local economy. This work will help to define a preferred, more affordable option and phased delivery that allows the venue to continue to operate.
- 15.5 Delay in investment does however pose a risk in terms of potential MEP and facility failure so urgent works will need to continue to be managed and prioritised until a longer-term solution is agreed.

16.0 RECOMMENDATIONS

- 16.1 The Executive are asked to:
- i) Note the outcome of the final tendered price and programme for phase 1 of the redevelopment project for HCC.

- ii) Agree not to progress with the £57m construction contract for phase 1 improvements noting that by not accepting this contract this is not an end to investment in HCC.
- iii) To await the outcome of the SMT and options appraisal in Spring 2024.
- iv) Subsequently re-appraise the options noting the importance that the HCC site has on the economic GVA for Harrogate whilst being mindful upon the impact on the public purse and providing best value to the NY taxpayer.
- v) Pending the outcome of (iii) and (iv) above, to consider a planned improvement programme for HCC concentrating upon essential, timely building requirements with a commercial approach to future working.
- vi) Continue to establish, monitor, and manage asset risk until a longer-term solution is agreed.

Gary Fielding
Corporate Director – Resources
County Hall
Northallerton
February 2024

Report Author and Presenter of Report – Nick Edwards, North Yorkshire Council

BACKGROUND PAPERS: None

APPENDICES:

Appendix A – Equality Impact Assessment Screening Form
Appendix B – Climate Change Impact Assessment

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

Initial equality impact assessment screening form This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.	
Directorate	Resources / Community Development
Service area	Harrogate Convention Centre
Proposal being screened	Harrogate Convention Centre Redevelopment Project
Officer(s) carrying out screening	Rebecca Micallef, Economy Officer Jonathan Dunk, Strategic Property Michael Constantine, Head of Operations, HCC
What are you proposing to do?	<p>Investment in Harrogate Convention Centre (HCC) is necessary in order to turn around the financial performance of the venue, improve its energy efficiency, enhance accessibility and ensure that it can continue to serve as a key driver of the Harrogate and North Yorkshire economy. However, the report to Executive on 12 March recommends that the council do not progress with the designed and programmed £57m construction contract for phase 1 improvement works. This is largely due to affordability issues and the likely detrimental impact on the venue during the programmed works.</p> <p>A soft market testing exercise is now underway to consider alternative options that deliver the desired outcomes whilst also protecting the impact on the public purse and on the local economy. This work will help to define a preferred, more affordable option and phased delivery that allows the venue to continue to operate.</p> <p>A report will be brought back to Management Board / Executive in Spring 2024 to recommend an alternative planned investment programme for HCC.</p>
Why are you proposing this? What are the desired outcomes?	<p>The desired outcomes of investment in HCC are to:</p> <ul style="list-style-type: none"> • protect & grow the economic impact it drives to the region • reduce the current operating subsidy • enhance service reliability • Increase environmental performance • Enhance equality of access <p>There are a number of barriers to equitable access that mean that HCC can only just meet modern accessibility compliance requirements. The redevelopment project seeks to ensure the mobility impaired have equitable access to HCC, improving the visitor experience by improving inclusive access provision.</p> <p>Whilst a delay in investment will delay the access improvements being made, the ultimate desired outcome remains the same.</p>
Does the proposal involve a significant commitment or removal of resources?	Significant investment is needed to deliver the required improvements to HCC which include improvements to access provision. Alternative delivery options are now being explored and will be brought back to Management Board/Executive in Spring 2024.
Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYC's additional agreed characteristics As part of this assessment, please consider the following questions:	

- To what extent is this service used by particular groups of people with protected characteristics?
- Does the proposal relate to functions that previous consultation has identified as important?
- Do different groups have different needs or experiences in the area the proposal relates to?

If for any characteristic it is considered that there is likely to be an adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your directorate representative for advice if you are in any doubt.

N.B.

Protected characteristic	Potential for adverse impact		Don't know/No info available
	Yes	No	
Age		✓	
Disability		✓	
Sex		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Are from the Armed Forces Community		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (for example, disabled people's access to public transport)? Please give details.			N/A
Will the proposal have a significant effect on how other organisations operate? (for example, partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.			N/A
Decision (Please tick one option)	EIA not relevant or proportionate:	✓	Continue to full EIA: ?
Reason for decision	<p>Whilst a delay in the proposed improvement works being delivered will mean that users have to wait longer until equity of access within HCC can be improved, it is not considered that this is unacceptable.</p> <p>A full Equalities Impact Assessment will be completed once a preferred option for delivery is agreed to ensure that equity of access is fully considered and satisfactorily addressed.</p>		
Signed (Assistant Director or equivalent)	Nick Edwards		
Date	29.02.2024		

Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

Title of proposal	Harrogate Convention Centre Redevelopment Project
Brief description of proposal	<p>Investment in Harrogate Convention Centre (HCC) is necessary in order to turn around the financial performance of the venue, improve its energy efficiency and ensure that it can continue to serve as a key driver of the Harrogate and North Yorkshire economy.</p> <p>The desired outcomes of investment in HCC are to:</p> <ul style="list-style-type: none"> • protect & grow the economic impact the venue drives to the region • reduce the current operating subsidy • enhance service reliability • increase environmental performance • enhance equality of access <p>HCC is a major contributor to the council's total carbon emissions. Based on calculations prepared for the Public Sector Decarbonisation Scheme (PSDS) bid in January 2021, it is estimated that HCC has a Carbon Footprint of 2007 CO2 tonnes per year. MEP systems have received little significant investment over their 40-year life and are generally approaching or already beyond technological obsolescence, resulting in excessive energy consumption, much reactive 'fire-fighting' repair and high costs to maintain the asset and serve events. Investment will reduce the CO2 emissions footprint of HCC to support the council's aspiration to achieve net carbon neutrality by 2030.</p> <p>However, the report to Executive on 12 March recommends that the council do not progress with the designed and programmed £57m construction contract for phase 1 improvement works. This is largely due to affordability issues and the detrimental impact on the venue during the programmed works.</p> <p>A soft market testing exercise is now underway to consider alternative options that deliver the desired outcomes whilst also protecting the impact on the public purse and on the local economy. This work will help to define a preferred, more affordable option and phased delivery that allows the venue to continue to operate.</p> <p>A report will be brought back to Management Board / Executive in Spring 2024 to recommend an alternative planned investment programme for HCC.</p> <p>It is noted that a lack of action in the meantime will mean that existing levels of carbon emissions will continue until the improvement works are agreed, financed and completed.</p>

Directorate	Resources / Community Development
Service area	Harrogate Convention Centre
Lead officer	Nick Edwards
Names and roles of other people involved in carrying out the impact assessment	Ollie Braithwaite, Climate Change Business Partner Michael Constantine, Head of Operations at HCC Jonathan Dunk, Strategic Property Rebecca Micallef, Economy Officer
Date impact assessment started	February 2024

Options appraisal

Arcadis and BAM Construction were appointed to act as project consultants and to provide a design, price and programme, to culminate in one costed works package for the whole of the phase 1 project. The phase 1 project costs total £57.2m.

In addition to other improvements within the venue, this work package was to include a number of actions to enhance energy efficiency across large parts of the venue (namely the Auditorium, Hall Q and Studios 1 and 2), including:

- a 'Fabric First' improvements approach to improve U-Values of the buildings;
- lowering heating system operating temperatures (in preparation for future connection to Air Source Heat Pumps);
- new Mechanical & Electrical plant - incorporating heat recovery to Air Handling Units and overall improved efficiencies;
- air permeability improvements to reduce leakiness and heat losses from the building;
- full LED lighting replacement and Improved pipework insulation.

However, the report to Executive on 12 March recommends that the council does not progress with this construction contract, largely due to affordability issues and the likely detrimental impact on the venue during the programmed works.

A soft market testing exercise is now underway to consider alternative options that deliver the desired outcomes. Future investment in HCC will continue to consider how best to minimise the climate change impacts of the operation of the venue and maximise potential environmental opportunities to create savings and reduce emissions over the longer-term.

What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

The total cost of phase 1 works, as designed and programmed, is £57.2m.

Whilst this would undoubtedly result in significant cost savings in the longer-term, given the lack of external funding secured, the capital cost of the improvement works is currently deemed unaffordable.

Alternative delivery options are now being explored and will be brought back to Management Board/Executive in Spring 2024.

Page 27

How will this proposal impact on the environment?		Positive impact (Place a X in the box below where relevant)	No impact (Place a X in the box below where relevant)	Negative impact (Place a X in the box below where relevant)	Explain why will it have this effect and over what timescale? Where possible/relevant please include: <ul style="list-style-type: none"> • Changes over and above business as usual • Evidence or measurement of effect • Figures for CO₂e • Links to relevant documents 	Explain how you plan to mitigate any negative impacts.	Explain how you plan to improve any positive outcomes as far as possible.
Minimise greenhouse gas emissions e.g. reducing emissions from travel, increasing energy efficiencies etc.	Emissions from travel		X				
	Emissions from construction		X				
	Emissions from running of buildings			X	Delayed investment / lack of action will mean no significant and immediate improvements in energy efficiency and current levels of carbon emissions.	Alternative options to deliver the proposed improvements and support decarbonisation are now being explored.	Detailed design of all improvements, particularly the MEP enhancement works, will continue to consider how to minimise the climate change impacts of operating the venue and seek to maximise potential environmental opportunities.
	Emissions from data storage		X				

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
Other		X				
Minimise waste : Reduce, reuse, recycle and compost e.g. reducing use of single use plastic		X				
Reduce water consumption			X	Delayed investment / lack of action will mean no significant and immediate improvements in reducing water consumption through introducing modern use technologies.	Alternative options to deliver the proposed improvements and support reduced water use are now being explored.	Detailed design of all improvements, particularly the MEP enhancement works, will continue to consider how to minimise the climate change impacts of operating the venue and seek to maximise potential environmental opportunities.
Minimise pollution (including air, land, water, light and noise)		X				
Ensure resilience to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers		X				

<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place a X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> Changes over and above business as usual Evidence or measurement of effect Figures for CO₂e Links to relevant documents 	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
Enhance conservation and wildlife		X				
Safeguard the distinctive characteristics, features and special qualities of North Yorkshire's landscape		X				
Other (please state below)		X				

<p>Are there any recognised good practice environmental standards in relation to this proposal?</p>
<p>Sustainable design principles and building energy efficiency measures have been developed by the design team, and the proposals verified during the design period. A range of sustainable and renewable energy efficiency measures can be associated with the project and will be challenged and monitored by the design team as the design progresses and as alternative delivery option are considered.</p> <p>Sustainability considerations listed below will continue to be used to develop the scheme and the design across all disciplines:</p> <ul style="list-style-type: none"> Reduction in energy use and CO₂ emissions. Reduction of water usage. Adapting buildings for climate change. Minimise pollution. Minimise waste.

- Lifecycle impacts of materials and equipment.
- Local environment and community.

Summary

One of the key desired outcomes of investment in Harrogate Convention Centre is to increase environmental performance and thereby reduce emissions and create savings on utility costs.

Because the current design and programme for phase 1 improvement works are unaffordable, alternative delivery options are now being considered.

Whilst this will inevitably cause a delay in being able to significantly reduce the CO2 emissions footprint of HCC, all future investment will continue to consider how to minimise the climate change impacts of operating the venue and seek to maximise potential environmental opportunities.

A full Climate Change Impact Assessment will be submitted alongside the recommended delivery option for the HCC Redevelopment Project that is due to be considered by Management Board / Executive in Spring 2024.

Sign off section
 This climate change impact assessment was completed by:

Name	Nick Edwards
Completion date	29.2.2024



FORWARD PLAN

The decisions likely to be taken by North Yorkshire Council in the following 12 months are set out below:

Publication Date: 4 March 2024

Last updated: 4 March 2024

Period covered by Plan: 31 March 2025

PLEASE NOTE:-

In accordance with the Local Authorities (Executive Arrangements)(Meetings and Access to information)(England) Regulations 2012, at least **28 clear days' notice**, excluding the day of notification and the day of decision taking, must be published on the Forward Plan of any intended key decision. It is also a requirement that **28 clear days' notice** is published of the intention to hold an Executive meeting or any part of it in private for the consideration of confidential or exempt information. For further information and advice please contact the Democratic Services and Scrutiny Manager on 01609 533531.

FUTURE DECISIONS

Likely Date of Decision	**Decision Taker	In Consultation with (Executive Member or Corporate Director)	Description of Matter – including if the report contains any exempt information and the reasons why	Key Decision YES/NO	Decision Required	Consultees (i.e. the principal groups to be consulted)	Consultation Process (i.e. the means by which any such consultation is to be undertaken)	Contact details for making representations (Tel: 0845 034 9494) unless specified otherwise)	Relevant documents already submitted to Decision Taker
19 Mar 2024	Executive		Network North: Phase 3 Bus Service Improvement Plan Funding Proposal	Yes	To approve the submission of the Funding Plan Proposal template required by Department of Transport for approval an indicative allocation of £3.5M funding for bus services. Not open to call-in under Urgency Procedure.	DfT requires proposals are agreed through the North Yorkshire Bus Enhanced Partnership which includes bus company & passenger group representatives	Through North Yorkshire Bus Enhanced Partnership.	Andrew Clarke, Public & Community Transport Manager andrew.clarke@northyorks.gov.uk	
19 Mar 2024	Executive		Housing Strategy 2024 to 2029	Yes	To seek approval from the Executive to adopt the Housing Strategy 2024 to 2029.	key partners & stakeholders, Registered Providers, Government agencies (such as Homes England) Council tenants and residents, and other key Council services	broad consultation ran from 02/10 to 11/12/23	Hannah Heinemann, Head of Housing Delivery and Partnerships hannah.heinemann@northyorks.gov.uk	
19 Mar 2024	Executive		Department for Education (DfE) Grant - Financial	Yes	• Local Authority acceptance of the Department for		Formal consultation process is not	Howard Emmett howard.emmett@northyorks.gov.uk	

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Page 33			Support for Local Authorities Supporting Maintained Schools in Financial Difficulty		Education (DfE) Grant funding of £972,188 in respect of Financial Support for Local Authorities Supporting Maintained Schools in Financial Difficulty. • To approve the allocation of the grant funding to a number of local authority-maintained schools that are deemed to meet the eligibility requirements, as determined by the local authority		required by the DfE on the utilisation of the grant however the local authority will proactively engage with relevant stakeholders in determining the allocation of the grant funding to individual local authority-maintained schools.	v.uk	
	19 Mar 2024	Executive	Corporate Director Children and Young People's Services	Yes	All authorities within the Delivering Better Value in SEND programme are entitled to apply for an implementation grant of up to £1 million to support the delivery of a change programme. A grant application of £1 million has been submitted – to be assessed by the DfE. At this stage we cannot say if the grant application will be successful. However, because the time available to deploy	Key stakeholder groups, incl. Schools Forum & High Needs Funding Sub Group, 5 locality boards, parent & carer representatives, health sector partners and school headteacher	The change programme contained in the grant application has been the subject of extensive discussion and consultation. Proposals informed by case study workshops facilitated by Newton Europe (firm delivering the programme on behalf of the DfE).	Martin Surtees, Finance Project Officer martin.surtees@northyorks.gov.uk	

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					the grant is restricted, we are planning for all eventualities – and this report will outline whether North Yorkshire should accept the grant allocation, if such an offer is forthcoming	networks.	Further engagement with these partners to develop thinking about the delivery of the change programme I		
Page 34 29 Mar 2024	Executive		Boroughbridge High School, Boroughbridge – Proposal to remove Sixth Form Provision	Yes	To seek approval to publish Statutory Proposals to change the age range at Boroughbridge High School, effective from 31 August 2024, by ceasing the Sixth Form Provision.	Parents, Staff, Governors, Primary Feeder Schools, Local Secondary Schools, Local Elected Members, Town and parish councils, MP and other local stakeholders.	Consultation ran from 19 January to 1 March 2024. Consultation document issued to consultees and available on NYC website. If approved statutory proposals will be published on NYC website, in a local newspaper and placed on the school gate. The representation period for the statutory proposals would be from 4 April to 2 May 2024. Representations in writing to the Corporate Director-Children and	John Lee, CYPS Strategic Planning Officer john.s.lee@northyorks.gov.uk	

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							Young People's Service, County Hall, Northallerton, DL7 8AE, or by email to: schoolorganisation@northyorks.gov.uk by 2 May 2024		
19 Mar 2024	Executive		Fountains Earth, Lofthouse CE Endowed Primary School – School Closure Proposal	Yes	Following the publication of statutory notices, to determine whether to cease to maintain (to close) Fountains Earth, Lofthouse CE Primary School with effect from 31 March 2024. If there are no objections to the statutory notices, this decision will be taken by the Executive Member for Education, Learning and Skills at their meeting with the Corporate Director - Children and Young People's Service	Staff, Governors, Local Elected Members, Parish Councils, Diocese, MP and other local stakeholders	Public consultation ran from 17/11/23 to 22/12/23. Consultation document issued to consultees and available on NYC website. Statutory notices published in the local press and at the school gates providing a further 4 week statutory representation period from 1 February to 29 February 2024.	Sue Turley Sue Turley Strategic Planning Officer	
19 Mar 2024	Executive		Provision of Internal Audit, Counter Fraud and Related Governance	Yes	To approve a new long term service agreement (10 years with 5 year extension) for internal audit and	Audit Committee	A report is scheduled for presentation to Audit Committee on 10 December	Karen Iveson, AD Finance incl. Pension Fund karen.iveson@northyorks.gov.uk	

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			Services		related services		2023		
19 Mar 2024	Executive		Redeployment of land to the north and south of Crosshills Lane, Selby	Yes	To approve the proposed redeployment of the property	Executive members & Management Board at the informal Executive meeting held on 8 June 2021		Philip Cowan, Non-Operational Property Manager, NYCC Property Services Philip.Cowan@northyorks.gov.uk	
16 Apr 2024	Executive		UK Shared Prosperity Fund and Rural England Prosperity Fund – 2024/25 delivery plan	Yes	To outline delivery of the UK Shared Prosperity Fund and Rural England Prosperity Fund to the end of the 2023/24 financial year and to gain approval for the delivery programme of the 2024/25 financial year.	UKSPF Local Partnership Group Officers working across NYC	Through our regular meetings with the Partnership group	Mark Kibblewhite, Senior Policy Officer, Economic Growth mark.kibblewhite@northyorks.gov.uk	
16 Apr 2024	Executive		Housing Assistance and Disabled Adaptations Policy	Yes	Due to the variations in approach towards the method of delivery of the disabled facilities grant, there were also some subtle variations between the legacy areas in relation to their policy approach and their interpretation and implementation of legislation. Whilst all	Health	A draft policy was submitted to the LGR Housing board post vesting day. As part of the LGR work, consultation had taken place with representatives from the LGR Housing work	Lynn Williams, Head of Housing Renewal lynn.williams@northyorks.gov.uk	

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Page 37					<p>areas are using the powers and flexibilities given within the legislation, there has been some variation in terms of scope of works undertaken along with differences in financial thresholds and parameters adopted. The report will outline how the policy seeks to draw together an interpretation of the mandatory elements of Disabled Facilities Grant (DFG) legislation and the discretionary elements of the RRO into a single published document. The report will therefore sets out the key recommendations for the policy and seek agreement to adopt the North Yorkshire Housing Assistance and Disabled Facilities Grant Policy for the new authority. The new policy is to be adopted for all tenures, to</p>		stream. A further task		

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					provide a consistent approach to delivering adaptations for owners and tenants in the private sector and our own housing tenants.				
16 Apr 2024	Executive		Housing Enforcement Policy	Yes	The report will set out the detail of the proposed NYC housing enforcement policy, which is required in order for us to deliver our statutory duties in relation to housing standards in the private sector.	In house with environmental health and enforcement officers across the legacy council areas who deliver the service, in addition to other environmental health colleagues regionally and nationally.	initially as part of the LGR work streams. Good practice of other authorities, Information sharing at regional & national meetings A housing enforcement workshop to discuss the key points of the policy amongst all staff delivering housing enforcement.	Lynn Williams, Head of Housing Renewal lynn.williams@northyorks.gov.uk	
16 Apr 2024	Executive		Annual Review of Member Champions	No	Annual Review of Member Champions	Leader	Emails	Daniel Harry, Democratic Services and Scrutiny Manager daniel.harry@northyorks.gov.uk	
16 Apr 2024	Executive		Proposed extra care housing scheme	Yes	To approve funding to support the development of an extra care housing			Head of Housing Marketing Development (Commissioning)	

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					scheme in Whitby. To review the proposed scheme and outcome of the procurement.			, Health and Adult Services michael.rudd@northyorks.gov.uk	
16 Apr 2024	Executive		Amendments to the Council's Constitution	Yes	Consideration of proposed amendments to the Council's Constitution for recommendation to full Council.	Relevant NYC Officers & Members, and Members' Working Group on the Constitution	Correspondence and meetings	Moira Beighton moira.beighton@northyorks.gov.uk	
16 Apr 2024	Executive		Adoption of the "Protecting Dark Skies in the Nidderdale National Landscape (Area of Outstanding Natural Beauty) Supplementary Planning Document	Yes	To consider and agree adoption of the "Protecting Dark Skies in the Nidderdale National Landscape (formerly Area of Outstanding Natural Beauty) Supplementary Planning Documents (SPD)", which supports the implementation of the Harrogate Local Plan 2014-2035.	Executive Member for Open to Business	Correspondence and meetings	Natasha Durham, Planning Manager (Policy) natasha.durham@northyorks.gov.uk	
16 Apr 2024	Executive	Corporate Director Children and Young People's Services	Reviewing appropriate funding responsibility for pupils unable to attend school because of health needs	Yes	To consider a proposal to implement school contributions in line with the DfE's recently published guidance "Arranging education for children who cannot attend school because of health needs"	Schools Forum High Needs Funding Sub-Group.	Discussion with the High Needs Funding Sub-Group	Martin Surtees, Finance Project Officer martin.surtees@northyorks.gov.uk	

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16 Apr 2024	Executive		Domestic Abuse Policy for Housing Directorate	Yes	To inform members of new duty to have a Domestic Abuse Policy in place for Housing Service in order to comply with new regulations and adopt best practice. Working towards an accreditation through the Domestic Abuse Housing Alliance which involves improving our response to domestic abuse in order to reduce harm to residents and our tenants.	People with lived experience of domestic abuse working with our commissioned service IDAS) The Domestic Abuse Local Partnership Board, Housing Staff, Domestic Abuse Champions within the council, Care & Independence & Housing OSC	victims or survivors of domestic abuse via webinar, key agencies to comment on the draft policy Consult key staff in the council	Joanne Marriott, Domestic Abuse Housing Alliance Officer Joanne.Marriott@northyorks.gov.uk	
16 Apr 2024	Executive		Scarborough Harbour West Pier	Yes	The report will seek approval: 1.Confirm the allocation From the Scarborough Local Investment Fund 2.To set the budget for the Works for the redevelopment of Scarborough Harbour West Pier	Community Development : Economic Development Regeneration Tourism and Skills, Resources Environment: Harbours, Resources	Email and briefing	Helen Jackson, Regeneration Projects Manager helen.jackson1@northyorks.gov.uk	

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					3.Approves entry into contract for selected developer the Scarborough Harbour West Pier	Legal and Democratic Services: Legal Resources: Property, Procurement and Commercial			
May 2024	Executive		Harrogate Transforming Cities Fund Traffic Regulation Orders	Yes	For Executive to approve the introduction of the Traffic Regulation Orders required for the Harrogate Transforming Cities Fund project.	Executive Member for Highways & Transportation Harrogate & Knaresborough ACC Member for Valley Gardens & Central Harrogate,	Statutory consultation undertaken in line with Traffic Regulation Order process.	Tania Weston Email: tania.weston@northyorks.gov.uk , Tel No: 01609 532905	
7 May 2024	Executive		School term dates for the academic year 2025- 2026	Yes	The school term and holiday dates for the academic year 2025-2026 have been consulted upon. Executive will be required to determine the calendar for 2025-2026 for North Yorkshire community and voluntary controlled schools.	All head teachers of North Yorkshire schools, trade unions, teacher associations and local authorities across Yorkshire	By email to schoolorganisations@northyorks.gov.uk by 11 April 2024.	Lisa Herdman, Lead for Admissions, Education and Skills lisa.herdman@northyorks.gov.uk	

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					If there are no objections to the proposals this decision will be taken by the Executive Member for Education and Skills.	and the North East.			
7 May 2024	Executive		Managing Adult Social Care Pressures	Yes	To update Members on actions being taken to address adult social care waiting times and workforce pressures and to set out the evaluation of the Ethical Decision-Making Framework that was put in place in January 2022			Richard Webb, Corporate Director of Health and Adult Services richard.webb@northyorks.gov.uk	
28 May 2024	Executive		Q4 Performance Monitoring and Budget Report	Yes	Q4 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan/ Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk	
28 May 2024	Executive		York & North Yorkshire Key Route Network	Yes	To seek agreement on the finalised draft of the North Yorkshire parts of the proposed Key Route Network for York and North Yorkshire ahead of approval by the Mayoral Combined Authority.	Environment Executive Member	By email to HAM@northyorks.gov.uk	James Gilroy, Team Leader, Highway Asset Management Email: james.gilroy@northyorks.gov.uk	

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18 Jun 2024	Executive		North Yorkshire Joint Health and Wellbeing Strategy	Yes	To consider the proposed North Yorkshire Joint Health and Wellbeing Strategy and recommend it for adoption to the Council. NOTE: The North Yorkshire Health and Wellbeing Board's Terms of Reference state that "The Joint Health and Wellbeing Strategy will be referred to the Council for approval as part of the Council's Policy Framework."	<ul style="list-style-type: none"> •The public and partners •North Yorkshire Health and Wellbeing Board •Executive on 18 June 2024 •Council on 24 July 2024 2023. 		Louise Wallace, AD Health and Integration louise.wallace@northyorks.gov.uk	
18 Jun 2024	Executive		Consultation on changes to the Council's Home to School Travel Policy	Yes	To report the outcome of a consultation on a proposed new Home to School Travel Policy for North Yorkshire. To seek approval of the proposed policy to move forward for adoption by the Council in July 2024.	Parents / carers, schools, governors, NYC councillors, neighbouring councils, parish councils, academy trusts, transport contractors, Diocese, MP	Public consultation between 19 February and 10 April 2024. Consultation documents available on NYC website. Several engagement activities undertaken with a mixture of virtual and in-person events.	Amanda Newbold, AD Education Services Amanda.newbold@northyorks.gov.uk	

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						and other stakeholders.			
18 Jun 2024	Executive		Adult Learning and Skills Service Accountability Agreement 2024-25	Yes	<p>To seek approval to receive the recurring grant funding that will make up part 1 of the documentation.</p> <p>To publish an accountability statement to form part 2 of funding agreement with the Skills Funding Agency.</p> <p>The statement is a mandatory part of the legislation linked to our current funding arrangements but must make clear reference to a document, written by West and North Yorkshire Chamber of commerce called the Learning Skills Improvement Plan (LSIP) and the key priorities of the council. This document is this year's version of a document approved for 2023-24 and our response is largely</p>	<p>Internally with colleagues in inclusion service, economic development, training and learning and the wider localities teams.</p> <p>Externally with local further education providers as part of the LSIP steering board, with colleagues from the combined authority as part of the work to shape the MCA skills strategy and with colleagues at Yorkshire Learning Providers.</p>	<p>Open consultation is not deemed necessary as the plan aligns the strategic direction of the service (subject to full open consultation) with these priorities. The document must detail the key role the service plays in the adult education ecosystem, so consultation with these stakeholder groups is essential and will involve direct feedback on drafts of the document.</p>	Paul Cliff, Shared Head of Adult Learning and Skills paul.cliff@northyorks.gov.uk	

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					based upon the strategy for adult learning and skills engagement consulted on in July 2022 and just defines targets based on the LSIP and national skills requirements				
30 Aug 2024	Executive		Q1 Performance Monitoring and Budget Report	Yes	Q1 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk	
19 Nov 2024	Executive		Q2 Performance Monitoring and Budget Report	Yes	Q2 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk	
21 Jan 2025	Executive		Revenue Budget 2025/26 and Medium Term Financial Strategy - To make recommendation to Full Council	Yes	To consider and recommend to Council the Revenue Budget for 2025/26 and the Medium Term Financial Strategy (MTFS) including: Revenue Plan; Capital Plan; Treasury Management; Prudential Indicators	Management Board	Budget consultation process	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk	

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18 Feb 2025	Executive		Q3 Performance Monitoring and Budget Report	Yes	Q3 Performance Monitoring and Budget report including: Revenue Plan; Capital Plan; Treasury Management and Prudential Indicators	Management Board	Meetings	Gary Fielding, Corporate Director of Resources gary.fielding@northyorks.gov.uk	

Should you wish to make representation as to the matter being discussed in public please contact Daniel Harry
Email: (daniel.harry@northyorks.gov.uk) Tel: 01609 533531.

Page 46